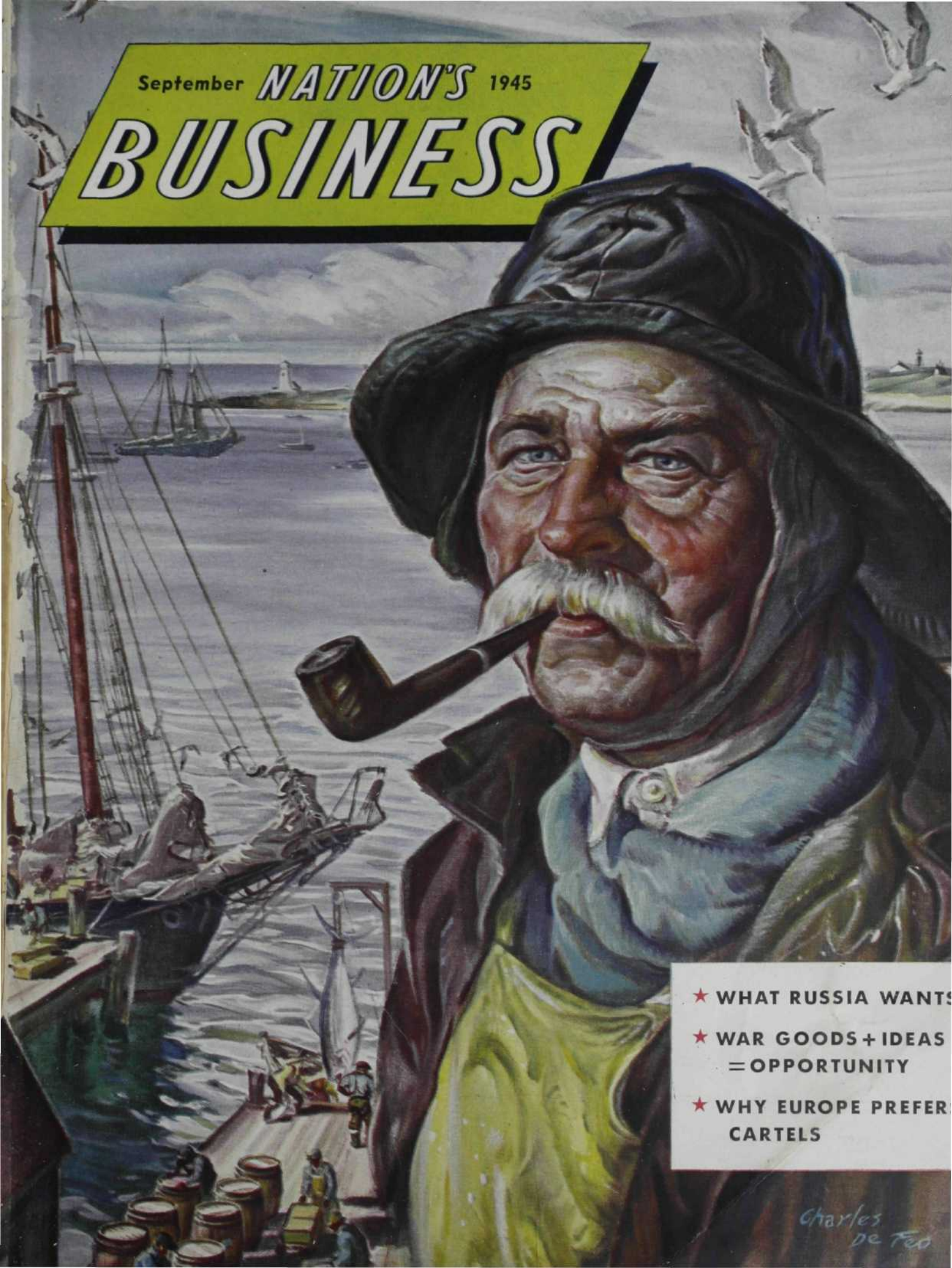


September *NATION'S* 1945

BUSINESS



- ★ WHAT RUSSIA WANTS
- ★ WAR GOODS + IDEAS
= OPPORTUNITY
- ★ WHY EUROPE PREFER
CARTELS

Charles
De Feo



TRUCK-ENGINEERED

Economy!

MORE FORD TRUCKS ON THE ROAD •

On more jobs • for more good reasons!



Measure economy by whatever reasonable standards you choose, the Ford deserves its place as the Number-One Truck Investment.

Its low price commends it to every operator. But that's just the start of Ford Economy! This thrifty truck pays a continuing dividend in lower hauling costs as well.

From the Ford engine with its millions of miles of service history, to the rugged full-floating rear axle, the Ford Truck has shown its stamina under almost every condition of use. Ford clutches, transmissions, frames, springs, brakes—all have proved their sturdiness.

These are the things that keep Ford Trucks on the job, 'round the clock and 'round the calendar. And when something finally does wear out, you *know* there's swift, money-saving service near at hand.

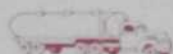
The way Ford dealers, backed by their factory's best efforts, have taken care of today's tough service problem, has brought hundreds of letters of warm friendship. So, why not choose Ford Trucks in the future—the "all-around" trucks you see all around you?



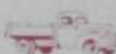
LONG-DISTANCE
HAULING



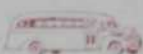
LOCAL
DELIVERY



HEAVY-DUTY
HAULING



CONSTRUCTION
PASSENGERS



FORD TRUCKS AND COMMERCIAL CARS • TRUCK-ENGINEERED • TRUCK-BUILT • BY TRUCK MEN

Announcing

ROSIN RUBBER

*—a new tire-type synthetic rubber that adds
miles to your tires*

NOW you can get better truck tires—tires made with a new kind of synthetic rubber—the first major improvement announced by any tire manufacturer since before the war.

These tires are made from a special synthetic rubber using rosin base soap as emulsifying agent.

Discovery of this superior rubber was made in the research laboratories of The B. F. Goodrich Company, and early development was undertaken by this company and others working on the cooperative government synthetic rubber research program. The full scale production of this new rub-

ber and its application for tire use were pioneered by B. F. Goodrich. First tests were so startling that hundreds of tires were quickly built. Now tires made with the new rubber have undergone more than 3,000,000 miles of intensive testing under all road and climatic conditions.

Here's what these tests show as superiorities compared to tires made with ordinary synthetic rubber:

1. greater resistance to cracking
2. greater resistance to bruising
3. cooler running
4. better tread wear
5. ability to withstand higher speeds

All B. F. Goodrich truck and bus tires are now made with this new type rubber. These tires are not as good as natural-rubber truck tires but they are far and away the best synthetic truck tires we have ever built—offering you longer wear and more miles per dollar than tires built of ordinary synthetic.

B. F. Goodrich research continues to improve tires for every purpose. See the B. F. Goodrich man first for help on conservation, for service, for tires.

Truck Tires BY

B. F. Goodrich

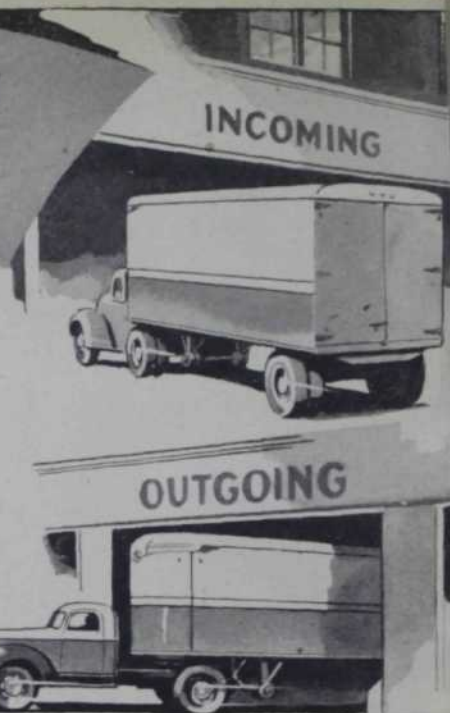
PRODUCTION PLANNING SHOULD INCLUDE

MANUFACTURERS who have studied the subject realize that a most important element in production planning is transportation—and *they are providing in their building programs, proper facilities for the expanded use of motor transport!*

These plans range all the way from simply furnishing adequate loading and unloading space to the most ingenious methods of tying motor transport directly into the production lines themselves, thereby eliminating storage and the multiple handling of materials—increasing inventory turnover.

THIS

...and
THIS



No one plan will fit all production set-ups—but this much is certain:

Motor transport offers manufacturers a flexibility of service unmatched by any other method—and a service

which can fit into most production plans to cost-cutting advantage!

Your Traffic Manager probably has some ideas which will surprise you—and, if you do not operate your own trucks and trailers, it will be good business, also, to talk with an experienced Motor Transport Operator.

World's Largest Builders of Truck-Trailers
FRUEHAUF TRAILER CO., DETROIT 32
Service in Principal Cities



Modern loading platform of FLAGSTAFF FOODS, Perth Amboy, N. J., designed by THE BALLANGER COMPANY, Architects and Engineers, Philadelphia, Pennsylvania.

ASK YOUR ARCHITECT!

A recent survey among leading Architects revealed a wealth of advance thinking on the subject of motor transport terminal facilities. If you are planning a new plant or the expansion of your present one, ask your Architect for his ideas on how you can take full advantage of this modern production tool.

FRUEHAUF TRAILERS

**"Engineered
Transportation"**
REG. U. S. PAT. OFF.



Suppose *YOU*
hadn't been home
for 3 years?

Chances are, the first thing you'd do when you got near a telephone would be to call the folks back home.

That's happening thousands of times every day now and we'd like to get every one of those calls through as quickly as possible.

So if the Long Distance operator says — "Please limit your call to 5 minutes" — that's to help everybody. It might be a service man who is waiting to get on the line.

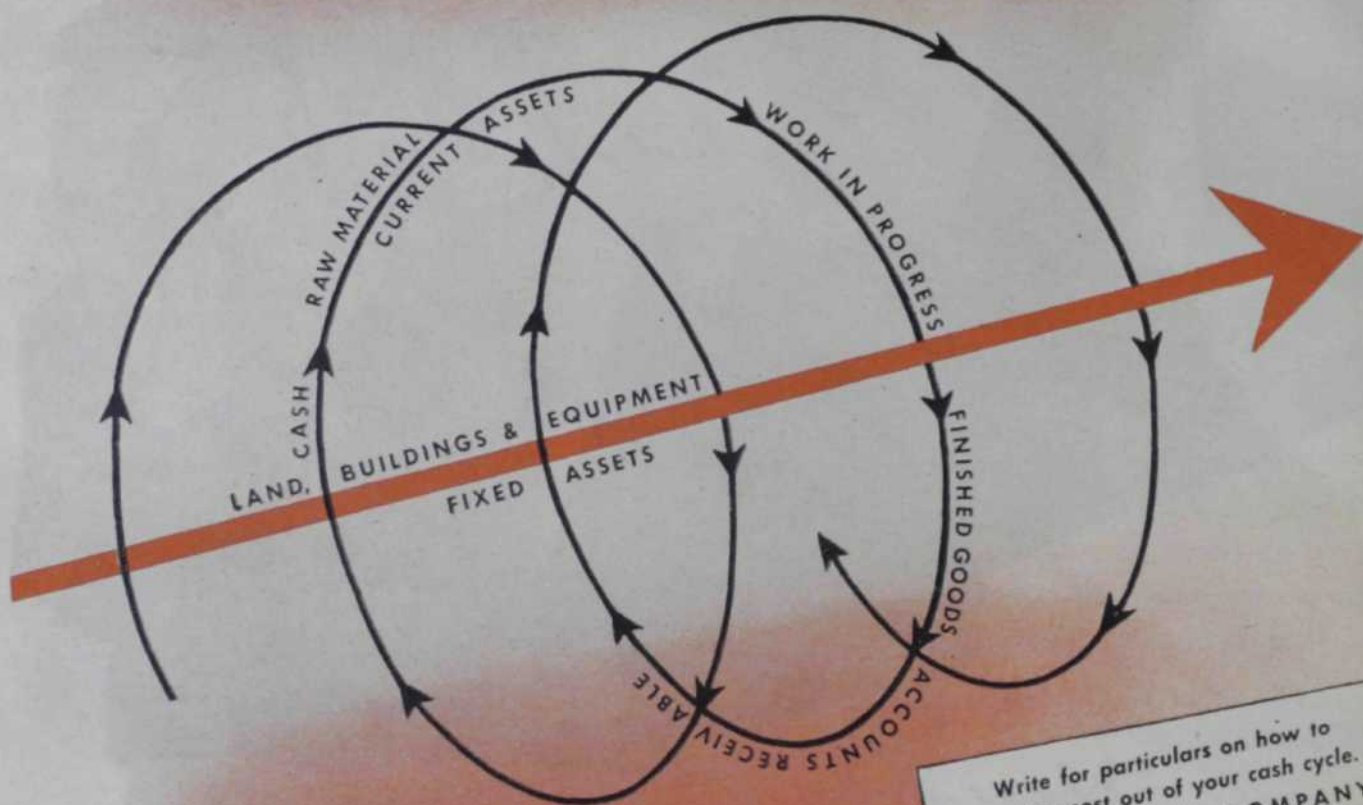
BELL TELEPHONE SYSTEM



LISTEN TO "THE TELEPHONE HOUR" EVERY MONDAY EVENING OVER NBC

BUY MORE
WAR BONDS

IT'S **WHAT** YOU DO WITH
WHAT YOU HAVE TO DO **WITH**
THAT DETERMINES
YOUR PROFIT!



Write for particulars on how to
get the most out of your cash cycle.
GEORGE S. MAY COMPANY
840 N. Michigan Ave., Chicago 11, Ill.
or 122 E. 42nd St., New York 17, N. Y.

YOU'VE GOT TO SPEND MONEY TO MAKE MONEY

GEORGE S. MAY COMPANY

The World's Finest Business Engineering

OFFICES IN PRINCIPAL CITIES



PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 33

SEPTEMBER, 1945

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Electronic AIR FILTRATION for SUPER CLEAN AIR

Read the story in this book
—just off the press

WHAT ELECTRONIC *Super Clean Air* MEANS TO INDUSTRY
 The successful application of electronics to air filtration just a few years ago, established new standards of air cleanliness—making possible the collection of dust, smoke, and bacteria of particle sizes so small as to be detectable only thru the electronic

FACTS AN ENGINEER SHOULD KNOW ABOUT *Electronic Air Filtration*
 The application of electronic air filtration to air conditioning and industrial ventilating has become necessary to revise and practice cleaner

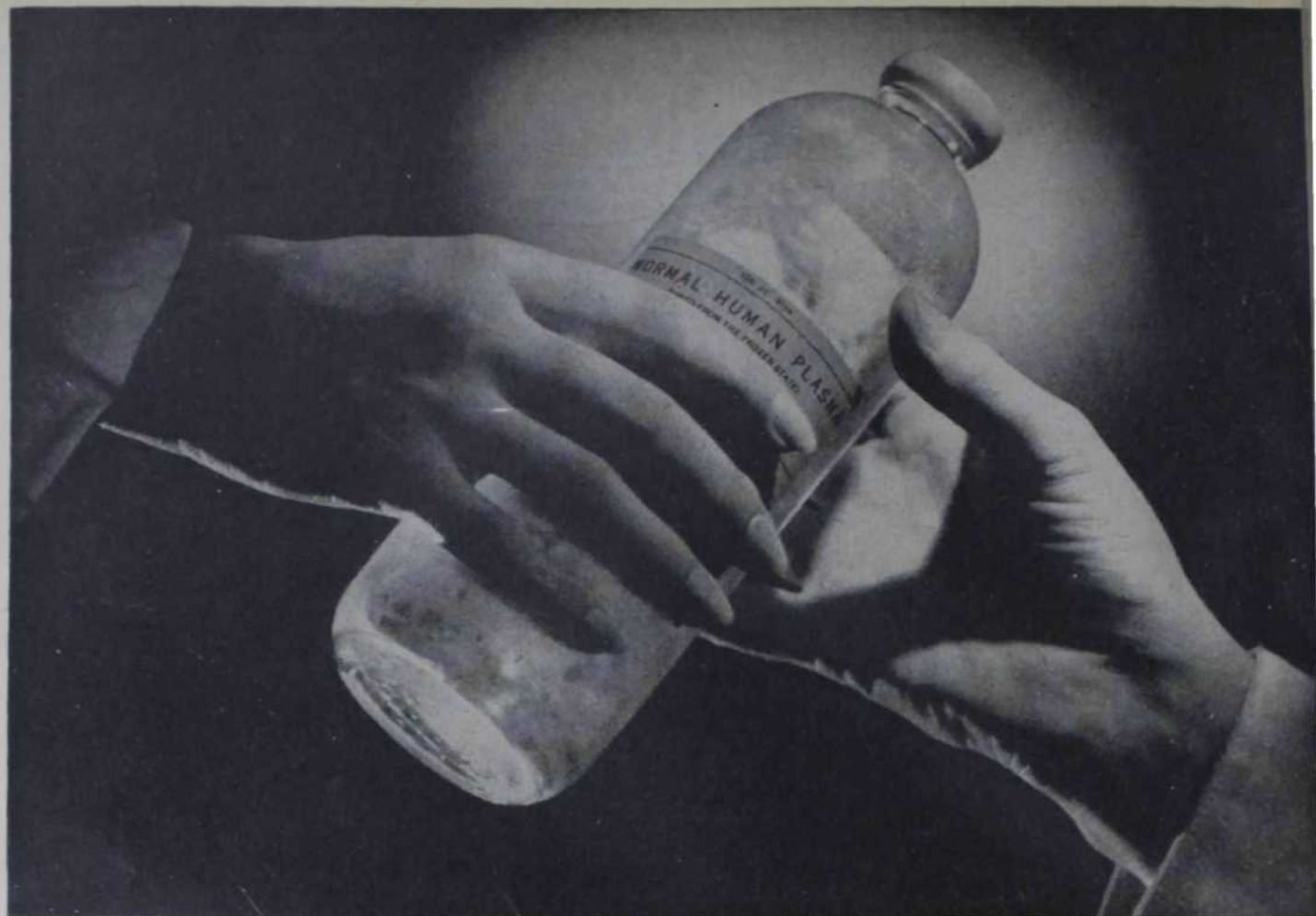
Theory and Practice of ELECTRONICS in AIR FILTRATION
 Electronic air filtration is a method of removing entrained solids from air streams by means of electrical attraction. It is based on the principle that a dust particle is attracted to a deft

FIRST in the field of Electronic Air Filtration
 AAF engineers have perfected a complete line of electronic air filters entirely revolutionary in design and making super-clean air available for every commercial

THIS BOOK FREE ON REQUEST

THE MAGIC OF
ELECTRONICS IN AIR FILTRATION

AMERICAN AIR FILTER CO., INC.
 Incorporated
 100 Central Avenue, LOUISVILLE 8, KENTUCKY, U. S. A.
 In Canada: Darling Bros., Ltd., Montreal, P. Q.



A Human Life... DELIVERED IN A BOTTLE

Once this plasma coursed through living veins.

Now in the form of a flaky powder it is ready for its trip to the battlefield where it will again become the vital blood plasma that has saved so many lives.

In blood donor centers and processing laboratories the country over, York-built equipment is contributing to the movement of plasma overseas.

From the moment blood leaves the donor, refrigeration plays an important role in its processing. The magic of cold preserves the whole blood in transit to laboratories, assists in the separation of plasma . . . and is an integral part of the high vacuum method of dehydration which transforms

plasma into the stable powder you see in the official unit above.

For the future— permanent blood banks

In its dehydrated form, blood plasma can be kept for indefinite periods of time. Already such medical centers as the Strong Memorial Hospital of Rochester are planning a peacetime system of permanent banks where blood plasma and other blood fractions can be stored until needed. Thus the progress made during the war years by medical science and refrigeration in blood preservation means that never again need there be a shortage of this life-giving fluid.

York Corporation, York, Pennsylvania.

Make an appointment at your local Blood Bank today!

YORK *Refrigeration and Air Conditioning*

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885





**You'll
Always Look Smarter
in a Paris Garter**

Depend on Paris to put the stretch back in your garters. Here are All Elastic Paris Garters—the same fine quality you insist on—many new patterns and colors that you prefer. Wear garters for style—wear Paris for comfort. Available at fine stores everywhere . . . 55c and \$1.00

Also wear smart Paris Belts \$1 to \$7, and All Elastic Free-Swing Suspenders \$1.50 and up. Trust Paris—a dependable trade-mark that has stood the test of time.

**PARIS
GARTERS**

NO METAL CAN TOUCH YOU

NB

Notebook

Labor Day thought

LABOR DAY, 1945, finds union membership at an all-time peak around the 14,000,000 mark. This is almost three times the membership after the first World War.

As they consider this remarkable growth, however, union leaders will remember what happened between the wars. From the 5,000,000 high of 1920, membership fell to less than 3,000,000 in 1933.

This bit of history demonstrates that, when business thrives, unions thrive. The bottom of the depression in '33 meant a low, too, for union members. So there is more to this matter of business-labor partnership, it would seem, than mere use of a convenient catch phrase. Union advantages in the Eric Johnston labor-management charter are just as solid as those for the other partner—and the public thrives in double measure.

Big business months

IN the retail merchandise business the final four months produce some 42 per cent of the year's business. Some weeks ago trade prospects for the second half of this year, particularly the final third, were not rated too well. This was when it appeared that almost as much military supply would be needed for a one-front as for a two-front war.

The picture changed, however, even before peace was declared. Stores will not have to close this fall for lack of merchandise to sell.

Moreover, in the final quarter, merchants hope to receive their first shipments of long absent household appliances and other hard goods. As a result, department store owners believe they are conservative in predicting a ten per cent gain for this half of the year over 1944. Reconversion unemployment may prove a factor but this may be less than was feared earlier. The savings cushion meanwhile is especially well stuffed for taking care of such bumps.

Planning and doing

IT would not be easy to find an industry which bore up under the strains of war as well as the railroads consider-

ing their handicaps in manpower, equipment and other facilities. Freight embargoes have been few and brief. Troops and civilians have been moved in unprecedented numbers.

In spite of this, the roads were not too busy to think about the future. The New York, New Haven & Hartford picked its slogan and started working to "Prepare for Tomorrow Today." The program includes: public relations classes for employees, coach porters on several trains to help with baggage and keep the cars tidy, an employee suggestion system, improved foremen training courses to speed repairs, new freight cars and Diesel-electric locomotives, painting and redecorating of the larger stations.

All of this was started even before Germany surrendered. The company explains in its passenger folder called *Rider's Digest*, "we did not feel that any project should be delayed providing we had the men and material to start." That was a mighty good thought for any business which hopes to have more and happier customers in the days ahead.

From ideas that clashed

TWENTY-FIVE years ago two men disagreed but each admitted the need of facts to prove his argument. The result was the National Bureau of Economic Research, Inc., which is now celebrating its silver jubilee year.

Malcolm C. Rorty of American Telephone and Telegraph regarded Dr. I. N. Stone as a "dangerous radical." An article by Dr. Stone on income distribution under capitalism changed his opinion so much that he took the "dangerous radical" out to lunch. Here is Dr. Stone's report on the outcome, written for the jubilee publication.

"At our second meeting Rorty said: 'Here we are considering a most important question which deeply affects the lives of every man, woman and child in this country, and despite a large fund of statistical data, there is no agreement on the purely arithmetical question of what part of the national income goes to each element in society. Would it not be a great step forward if we had an organization that devoted itself to fact-finding on controversial economic subjects?'"



90¢ a day for a Bullock Cart!

—sure it *LOOKS* cheap

• If you were a cotton grower in India, you'd transport your product by bullock cart. The cart, two bullocks, and an attendant . . . all for only 90 cents a day.

Looks cheap . . . but let's figure it out. A bullock team will pull a cart load of cotton—little more than a ton—15 miles in a day. Cost of hauling one ton one mile is about 6 cents.

Now let's see what *mass* railroad transportation, created by private investment, can do:

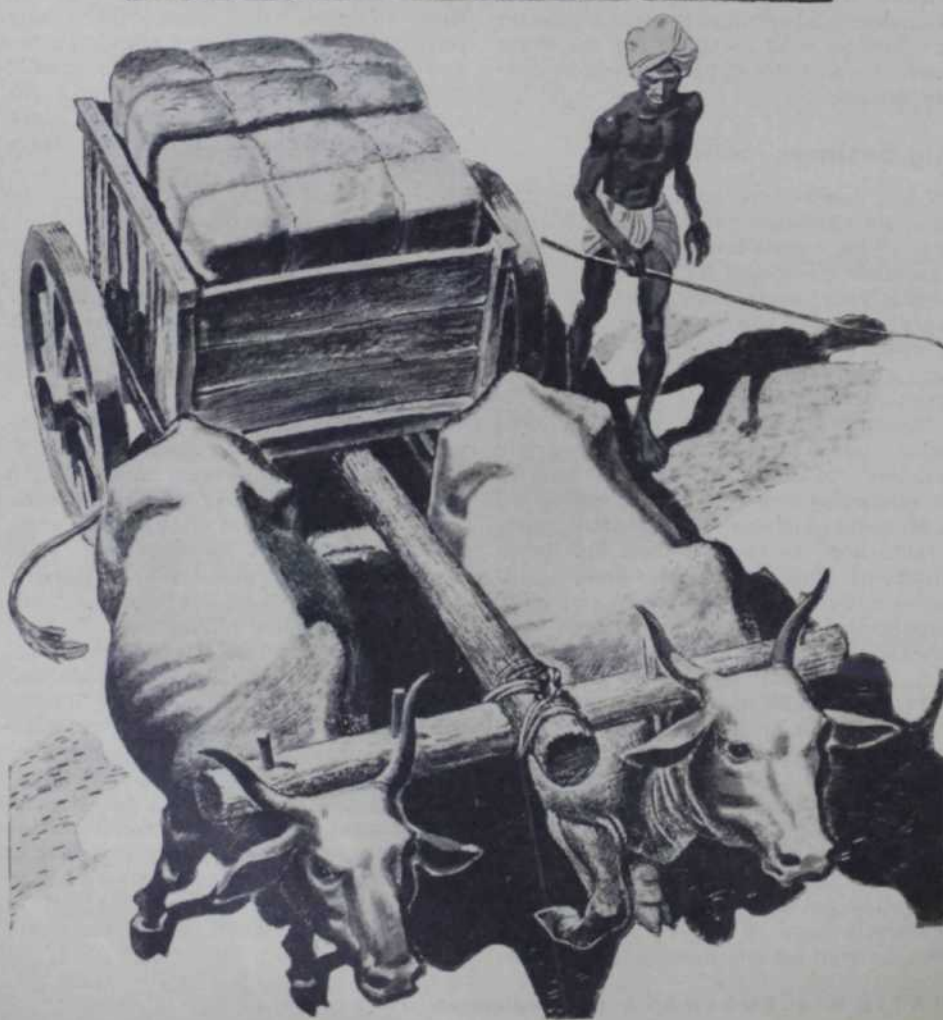
First, American railroad workers earn far, far more than 90 cents daily.

Second, freight travels not 15 miles, but many times that distance in a day by rail.

Third, the American shipper pays not 6 cents, but an average of less than 1 cent per ton per mile!

It's this principle of *progressive* mass transportation, so well typified by the Erie, that makes your railroads an essential part of the American Way of Life.

Erie Railroad



Dr. Stone, then connected with the Institute for Government Research at Washington and a former statistician of the United States Tariff Board, agreed that it would, "provided the organization could command public confidence so that its findings were accepted as conclusive by all parties to the controversy."

The first step was organization of the Committee on the Distribution of Income with Edwin F. Gay of Harvard, Wesley C. Mitchell of Columbia, John R. Commons of Wisconsin, Dr. Stone, John P. Frey, editor of the *International Molders' Journal*, Prof. Allyn Young of Cornell and Prof. T. S. Adams of Yale as the initial members. World War I intervened but, in 1920, the staff met for the first time with Dr. Mitchell as Director of Research.

Since then the National Bureau of Economic Research has contributed outstanding studies on national income, capital formation, productivity and prices, in the field of what might be called the pure science of economics, and other significant surveys.

Plant outlays

MANAGEMENT engineers report tangible evidence that the recent Commerce Department survey, "Planned Capital Outlays by Manufacturers," was no idle daydream of industry. Definite projects are coming forward for plant rehabilitation and extension in spite of the huge but largely unconvertible floor space that the Government owns and will try to lease or sell.

Some 7,000 manufacturers responded to the Commerce questionnaire which requested information on capital outlays planned for the next 12 months, the sources of the funds to be used, sales objectives and 1939 actual sales and capital expenditures.

The survey showed that manufacturers plan to spend approximately \$4,500,000,000—nearly three times the pre-war average and more than half again over the 1929 peak on plant, equipment and alterations. Of this outlay, 30 per cent will go for plant and more than 50 per cent for machinery and equipment. The first three industries, with the millions given in parentheses, are: Chemical and allied products, petroleum, coal and rubber products (800); food, beverage and tobacco (630); and transportation equipment including automobiles, (600).

In addition to these expenditures for plant, manufacturers revealed that they will put \$2,800,000,000 into increased inventories and \$1,900,000,000 into trade receivables. So the grand total of planned capital outlays in the next 12 months comes to \$9,200,000,000.

Sales expectancy yields an interesting chart, based on anticipated volume 12 to 18 months after V-E Day. Only the textile and leather industries expect to exceed 1944 sales. The paper and publishing industries hope to pull up even with volume for that year.

In the aggregate, therefore, sales ex-

pectancy fell 20 per cent short of '44 results. However, these same companies indicated that they hoped to beat '39 by 80 per cent. With adjustment for higher prices this would mean a physical volume 40 per cent larger.

Agency research

RESEARCH men in advertising agencies are striving for an independence which they do not always enjoy. The trouble has been that it is often hard to say where marketing research leaves off and promotion begins. The honest researcher would like to be free to shape his investigations and carry them out so that the results are accurate and unbiased.

Pressing home the argument that professional standards pay off in the end, agency research men contend that "pointed or buttered" surveys and analyses mean headaches for clients and agencies alike. The client is promised too much in many cases; some real marketing opportunities are overlooked in others.

Agencies don't like clients who dictate advertising policies and methods. Likewise researchers maintain that theirs should be the authority and responsibility for gathering and interpreting the facts about markets. Let the promotion men promote, they say, and let the researchers research.

No Friday the 13th

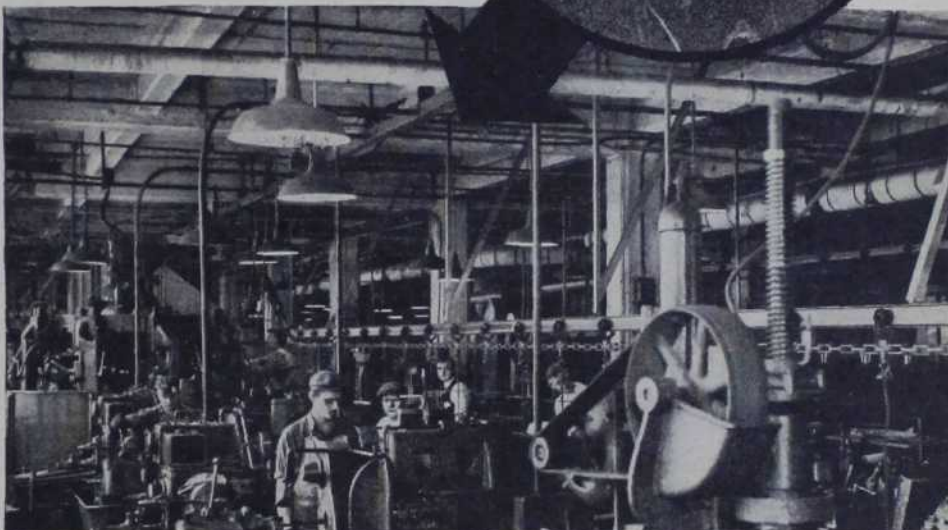
LIKE the weather, calendar reform has provoked much discussion and little action. Business still struggles with muddled accounting periods and holidays that fall on different days of the week. A 13-month year was advocated to overcome the difficulties, and business itself has tried out the 52-week year to get its figures on a more comparable basis.

Today, however, congressional committees have before them a concurrent resolution which requests the President to urge at the peace conference world adoption of the Edwards Perpetual Calendar, originated by Lieut. Willard E. Edwards, USNR, engineer, explorer and one-time pilot with the Hawaiian Airlines. The Hawaiian House of Representatives had already adopted the resolution. Endorsements have come to Lieutenant Edwards from many parts of the world.

The basic Edwards solution is to introduce two "Year-Days," or days apart from any week or month. New Year's Day would be one of these and Leap-Year Day (every fourth year) to fall between June 31 and July 1, the other. Thus, the year becomes 364 days. The first month of every quarter starts on Monday (which is the first day of the week in the Edwards calendar) the second on Wednesday, the third on Friday. The months in each quarter have 30, 30, and 31 days so that it becomes possible to compute all future dates without recourse to a printed calendar. Quarters end on Sunday (the last day of the week).

How much do YOU pay for Rust?

Typical Trouble Spot . . .
"sweating" overhead pipe



\$100,000,000 — that's just a conservative estimate of the annual losses caused by rust . . . *how much is your share?*

Precautionary measures can minimize or completely eliminate rust.

Cities Service Rust Remover is an unexcelled first-step in plant protection. This fast-acting liquid dissolves rust on iron or steel. Also removes tar-nish from aluminum, brass, copper and other non-ferrous metals. It's simple to apply

and easy to remove.

After cleaning, your Cities Service engineer will show you how to protect and preserve the cleaned metal surfaces with the right coating of exclusive Cities Service Anti-Corrode.

A Cities Service specialist will be glad to study your rust problems and recommend a complete rust-prevention program without obligation. Write, phone or wire our nearest office, or fill in and mail the coupon below.

MAIL THIS
COUPON →



Cities Service Oil Company
Room 419, 70 Pine Street
New York 5, N. Y.

Gentlemen: I am interested in your Rust Prevention Program. Please contact me.

Name

Title

Company

Address

City State

FACT OR FICTION? A QUICK QUIZ ON THE INSEPARABLE TWINS



1 AN AMAZING FINGER LANGUAGE, USED BY SOME BUSINESS MEN OF MINNESOTA'S TWIN CITIES - MINNEAPOLIS AND ST. PAUL - HELPS TO PUT BREAD ON THE TABLES OF THE WORLD
FACT OR FICTION?



3 PROPELLER BLADES MADE IN A ST. PAUL COW BARN ARE TYPICAL OF WARTIME TRANSITION IN TWIN CITY INDUSTRY.
FACT OR FICTION?



4 A THIRTEEN-STORY "CONTROL TOWER" IN ST. PAUL DIRECTS ACTIVITY ON ONE OF THE WORLD'S BUSIEST STREETS.
FACT OR FICTION?

2 "BLACK BOMBER EXPOSURE SUIT", MADE IN THE TWIN CITIES, IS LATEST FAD IN BEACHWEAR.
FACT OR FICTION?

CHECK YOUR ANSWERS HERE:

- 1. Fact.** By wagging fists and fingers, grain pit traders at Minneapolis Chamber of Commerce buy and sell grain for future delivery—thus help feed the entire world. Through this grain market and mammoth flour mills and elevators, and the stockyards of South St. Paul, flows inexhaustible wealth from Northwest farms. Northern Pacific is an important carrier of all farm products shipped to Twin Cities terminals.
- 2. Fiction.** It's one of numerous survival and rescue garments developed by an all-feminine corporation, in Minneapolis. The suit enables shipwrecked sailors to withstand four to six hours exposure in water at 45 degrees. The Twin Cities Apparel Industries, a group of 77 local firms, sell more than \$65,000,000 worth of their famed apparel yearly. Much of this production is shipped via Northern Pacific.
- 3. Fact.** At the Minnesota State Fair grounds, home of America's greatest State Fair, prize cattle have relinquished luxurious livestock buildings for production of airplane propeller blades. These and many another war weapon made in Twin City plants have developed skills that foreshadow a changed and expanded industry for tomorrow's markets.
- 4. Fact.** It's the Northern Pacific Railway Building at Fifth and Jackson... headquarters for the "Main Street of The Northwest." Here, 1,400 persons direct the complex tasks of providing rail transportation service to important Northwest population centers.

Besides having no Friday the 13th to worry the superstitious, the calendar puts the common bill-paying dates, the 15th and the 30th, on week days. The greatest advantage of the proposed calendar from a business standpoint is that every month has exactly 26 working days which makes possible the reliable comparisons now lacking. Court and school terms, government reports and other activities would benefit also by straightening out our days, weeks and months. Daylight saving had far fewer arguments in its favor.

Meat we never get

USE of the wonder drug, penicillin, is moving over into animal husbandry. Lederle Laboratories has brought out a type developed specifically for veterinarians which is claimed to be a remedy for acute and bovine mastitis, and wound and blood stream infections. It is expected to help in treating anthrax and swine erysipelas, "shipping fever" and actinomycosis (a serious cattle jaw disease). Field service is being carried out at several state agricultural stations.

W. J. Murray, Jr., president of McKesson & Robbins, Inc., wholesale drugs, estimates that animal diseases will cost farmers \$418,000,000 this year and hold from every American family an extra 100 pounds of meat. His company has set up a network of animal health specialists to advise farmers and retail pharmacists on the problems peculiar to each of 67 areas through the country. The specialists will hold community meetings to discuss animal and plant health problems with farmers and ranchmen and work closely with retail druggists advising them on the uses and methods of handling veterinary biologicals and pharmaceuticals, as well as various agricultural chemicals.

The many may be right

IF most business interests and their economic advisers appear to agree on 50 per cent as the boost required all along the line in peacetime to keep things good, they are not figuring too much in the light of experience. Manufacturing production after World War I had jumped to two and a half times the 1914 value by 1919. This was price-inflated production and the '21 slump let the wind out of the balloon.

However, by 1925 the value of manufactures was back to the 1919 level and by '29 the total was 14 per cent higher in spite of prices which were 50 per cent lower.

On the employment side, the job may take harder doing. From 1914 to '19 the rise was 12 per cent. By '29 the gain was 28 per cent. These are comparatively modest increases compared with some of the goals now mentioned. Nevertheless, for every new industry and trade that sprang up after the last war there may well be a dozen this time—which is what backs up the optimism on employment.



NORTHERN PACIFIC
Main Street of the Northwest

Quiz Question: "What is Multilith?"

PRODUCTION MANAGER:

"We use it on production orders and 'short lists.' Engineering uses it, too, for change notices."

PRESIDENT:

"I use Multilith for confidential reports, operation records, and notices to stockholders."

SALES MANAGER:

"Multilith? Why that's the way I keep in contact with our field organization—with quota records, market analyses, price lists and bulletins."

OFFICE MANAGER:

"Multilith? Why that's used on our orders and billing—on shipping too!"

SECRETARY:

"Well, I use Multilith for form letters, instruction sheets, and inter-departmental communications. It saves us hours, every day."

EVERY one of these Multilith users is right—as far as his own experience goes. But these are only a few of the answers. Multilith duplicating is being used in countless ways, to provide businesses, large and small, with systems that save precious time, lighten work, and improve accuracy.

Let a Multigraph man show you how Multigraph-Multilith duplicating can increase efficiency, cut costs, and speed up operations in many different departments of your office or factory. Phone our nearby office, or write Methods Department, Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

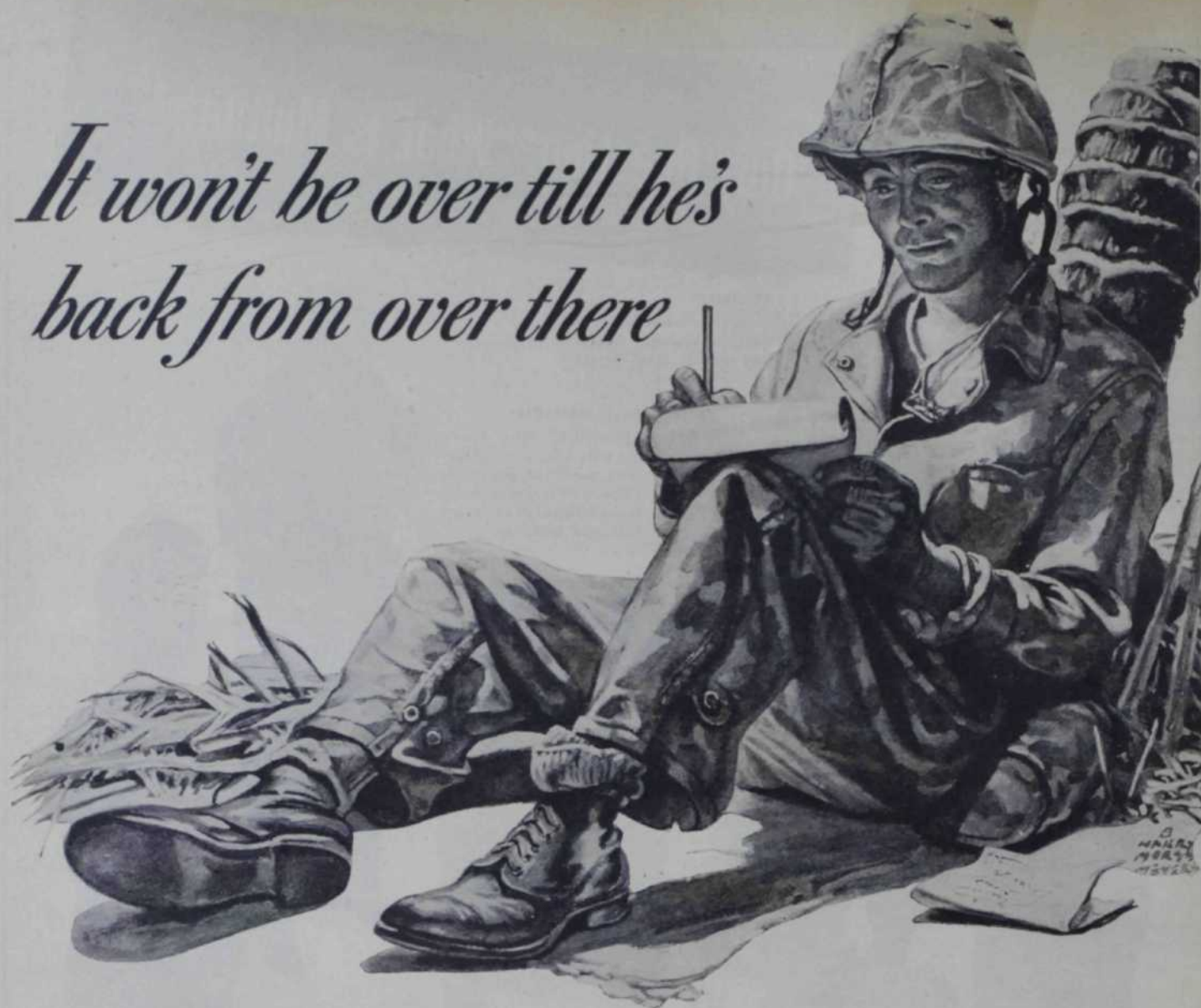
Multigraph

TRADE-MARK REG. U.S. PAT. OFF.

SIMPLIFIED BUSINESS METHODS

Multigraph, Multilith and Systemat are Registered Trade-marks of Addressograph-Multigraph Corporation.

*It won't be over till he's
back from over there*



SIX tons of freight on the beachhead — and another ton coming through every month — that's what it takes to keep him and every other American fighter out there in the Pacific.

And this summer millions of others are on the way to join him — moving clear across the continent and halfway round the world to finish a gruelling, stepped-up job that demands

more and more help from all of us.

So day and night you are seeing the greatest westward movement of passengers and freight in history — a movement that, since victory came in Europe, has changed in direction but not in volume.

Passenger cars are needed for the fighters who *must* travel —

while every freight car must be loaded quickly, emptied promptly and hurried back to work.

The job is to “keep ‘em rolling.” The railroads still need the cooperation of shippers, of travelers, of the armed services, of the government — the superb cooperation which has so vitally aided in doing the toughest transportation job ever tackled.

To do their vital job
RAILROADS NEED MEN.
See any office of the
Railroad Retirement Board
or the U. S. Employment Service,



AMERICAN RAILROADS

ALL UNITED FOR VICTORY

Great New Petroleum Advance Aids Processing in 30 U. S. Industries!



Read these Facts about

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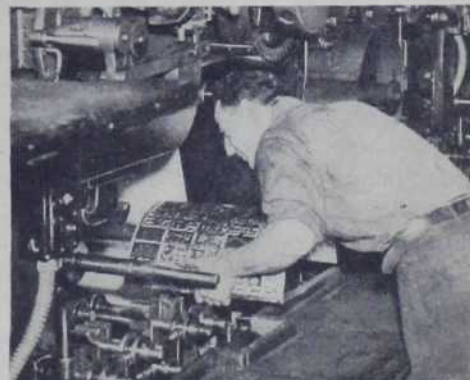
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A New Service to Industry by
SOCONY-VACUUM OIL CO., INC.

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PROBLEM: ① TO GREATLY INCREASE
MORTAR FUSE PRODUCTION
② MUST ELIMINATE ALL
MACHINING OPERATIONS



FAMOUS PLASTIC M-52 MORTAR SHELL FUSE—Left: Transparent instruction model shows intricate hole pattern. Right: Three stages of assembly.

FUSES BY THE MILLIONS—THANKS TO PLASTICS

• The M-52 fuse is the business end of every mortar shell. Our Infantry needed M-52's by the millions—and there was a shortage of aluminum. Could plastics provide the answer?

They could—and did. No. 1 Plastics Avenue tackled the problem . . . designed this mold of Chinese-puzzle complexity . . . made 105 sets of molds precisely alike . . . engineered a whole new transfer molding technique—from development of new raw materials to final inspection of finished product—considered impossible until then.

By improving processes and machinery, General Electric went on to double production from the original molds—to over a million a month. And every plastic mortar shell fuse saves a pound of bar stock aluminum and hours of machine operations.

Why not use such wartime plastics experiences to plan better post-war products? Available to all industry is General Electric's complete plastics service. Bring your plastics problem to G.E.—the world's largest manufacturer of plastics parts. Write to Plastics Divisions, General Electric Company, Pittsfield, Massachusetts.

G-E Complete Service—Everything in Plastics

Backed by 51 years of experience. Plastics are not new to General Electric. We've been designing and manufacturing such products ever since 1894.

G-E Design and Engineering Service. Our own industrial designers and engineers work together. Result: plastics parts that are both scientifically sound and good-looking.

G-E Mold Service. Fully equipped toolrooms. Skilled craftsmen with an average precision mold experience of 12 years. G-E molds are chromium plated for longer life.

G-E Quality Control. Our plastic products may pass through as many as 160 inspections and analyses. Negligible Army-Navy rejections.

G-E Research works continually to develop new plastics materials, processes, applications.

G-E Manufacturing Facilities are available for all types of plastic parts—for compression, injection, transfer, extrusion cold molding, for both high and low pressure laminating, and fabricating.

Hear the General Electric radio programs: "The G-E All-Girl Orchestra" Sunday 10 p. m. EWT, NBC. "The World Today" news every weekday 6:45 p. m. EWT, CBS. "G-E House Party" every weekday 4 p. m. EWT, CBS.



GENERAL ELECTRIC

CD 45-42

BUY WAR BONDS



STRONG BACKS can be DRAWBACKS

Yes, strong backs can lift heavy loads. But that doesn't mean it's profitable to use them! Where one man can outwork two, three, or more muscle men by simply *pressing buttons*, then strong backs are drawbacks.

More and more manufacturers are finding the answer — with P&H "thru-the-air" handling as a means of moving materials with a minimum of time and effort.

P&H Electric Hoists respond to push buttons to lift, move and place loads exactly where they're wanted — without re-handling. Skilled hands are always free for productive work. Fatigue is lessened . . . pro-

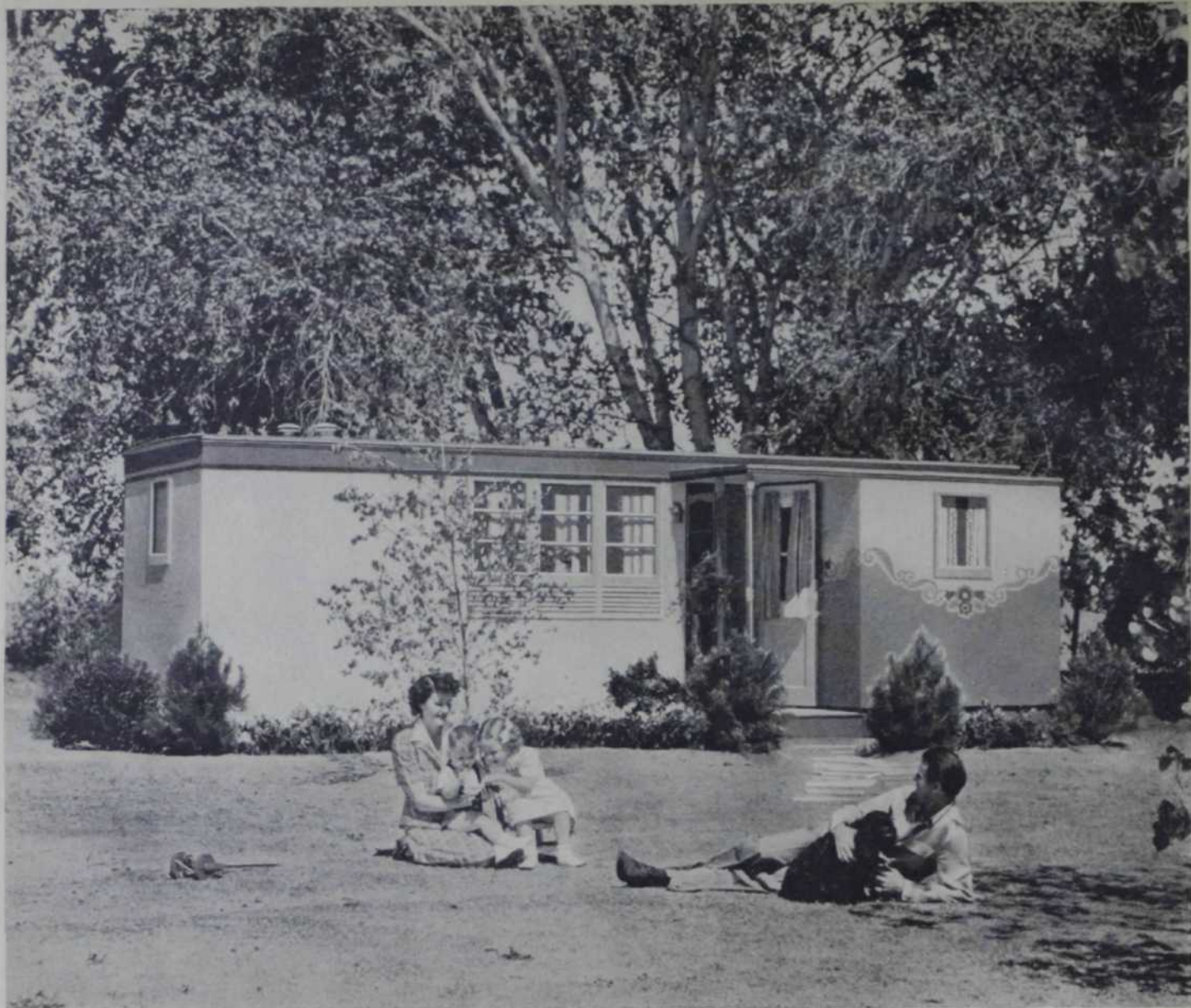
duction increased . . . costs cut to the bone.

P&H, America's largest builder of "thru-the-air" handling equipment, is ready to help you, as it is helping thousands of others. Start now to meet postwar competition by handling materials with this modern equipment that earns a new profit by reducing old losses.

Manufacturers of

Overhead Cranes • Electric Hoists
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HOISTS • WELDING ELECTRODES • MOTORS  EXCAVATORS • ELECTRIC CRANES • ARC WELDERS



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ANOTHER REASON FOR GOODYEAR LEADERSHIP

YOU'RE getting a peep at a good thing in store for tomorrow—an entirely new kind of American home—both permanent and portable!

It's one of the Wingfoot Homes, developed by Goodyear to answer the need for comfortable, healthful, economical living quarters for families of moderate incomes. Complete with three rooms and bath, each compact house provides modern living facilities for four persons.

You will enjoy the unique advantages of your Wingfoot Home even if you have to move . . . for, with a

few simple adjustments, this sturdy, well-built modern house can be transported by truck. It will be your permanent home no matter where you may live.

Into the development of the Wingfoot Home have gone many months of research, testing, improving. It is already more than a post-war dream for dozens of these attractive houses are being used today by Goodyear workers in the West. But their beauty, convenience and astonishingly low cost will not be available to the public until after the war.

The world's leading builder of tires and a pioneer in rubber, Goodyear also works in many other vital fields—aviation, metals, chemistry, plastics . . . searching always for new and better ways to serve you.

BUY WAR BONDS—BUY FOR KEEPS



THE GREATEST NAME IN RUBBER

MANAGEMENT'S

Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

► YOUR RECONVERSION PLANS should be guided by one outstanding fact: relaxation of WPB control orders does not mean that your basic materials and equipment will become available immediately.

Every supply situation will be spotty. The distribution pipeline must be filled first—a two-month job in most industries, longer in many.

WPB's relaxation order simply says in effect—"Get the materials and resume production when and where you can."

In many basic items, allocations will continue for three to six months; but now with the producer or supplier doing the rationing; not the Government.

The premium is on flexibility, quick decisions, day-to-day luck in the supply scramble.

► WARNING: Preserve your records of war contracts. Law provides fines of \$50,000 for corporations, \$10,000 for individuals, five years' imprisonment for their destruction within five years. "Records" means everything down to check stubs, including memoranda.

► CONGRESS resumes legislative sessions with five major objectives to be accomplished before new year: (1) six months' temporary unemployment insurance for war workers, (2) emergency tax revision to apply on 1946 incomes, (3) permanent expansion and stabilization of social security program, (4) termination of Selective Service as of Oct. 1 and, (5) liquidation of OPA, WPB and WMC effective Jan. 1.

► MURRAY FULL EMPLOYMENT BILL will get formal hearings before a hand-picked subcommittee of Senator Wagner's Banking Committee. Sponsor's strategy is to hold hearings during reconversion headache period but bill will not be pressed for serious legislative consideration until

reconversion and re-employment period is passed—perhaps next March.

► PRESIDENT TRUMAN devoted his first four months to international affairs—the successful termination of two wars.

Now, for first time, he is in a position to organize and integrate long-term domestic policies—as budget, labor, and unwinding of the 3,000,000-manpower war-time bureaucracy.

Major question to be determined in reconversion period—Is American economy to be developed on private enterprise system, or on Keynes theory of compensatory government spending—the British now call it "nationalization."

White House decision probably will be announced to nation, not in one major act, but in many subsidiary maneuvers calculated to encourage enterprise.

Meanwhile, however, the framework of managed economy already has been presented in Congress by the Wagner-Pepper-Guffey-Kilgore-Murray bloc, the legislative spearhead of Wallace-Hillman Planned-Economy drive.

But President Truman is too adroit to be caught in the middle by this super-pressure group.

► FEDERAL BUDGET PLANNERS estimate that government spending, now running about \$7,000,000,000 a month, will be cut in half by next June—a real economic bump.

But private spending on deferred wants will take up some of the employment slack for balance of '45.

Appropriations committees of Congress look forward to a maximum budget of \$2,500,000,000 per month for new fiscal year beginning July 1, 1946.

By that time, government spending will be pouring into national stream of "purchasing power" approximately \$5,000,000,000 a month less than at war's peak.

► RUSSIA has large plans for economic and political development of the rich Manchurian empire reclaimed from Jap aggressors. A nominally independent state is to be set up within the Russian sphere of influence. A similar arrangement will be established in Mongolia, giving Russia domination over approximately the northern half of China.

Through abrogation of the Treaty of Portsmouth, which ended the Russo-Jap war in 1905, Russia reclaims the prize year-round harbor of the Orient, Port Arthur, bastion of the China Sea.

Korea, promised independence in the Yalta Declaration, will be taken from

Japan and established as a new nation, temporarily under joint allied control.

Russia also is scheduled to repossess the Chinese Eastern Railway, through Manchuria, plus the whole of oil-rich Sakhalin Island.

Soviet empire now stretches from the Pacific to the Black Sea and the Baltic—bringing to reality the dreams of the Czars since the Seventeenth Century.

► CONGRESSMEN traveling abroad find out many unreported facts about U.S. government operations. They are your best bet for non-censored reports on what is being done with federal funds in Europe, South America and the Pacific.

Many vast U.S. projects around the world were deep "military secrets" until roving Congressmen discovered them.

Don't believe too quickly that senators and representatives are merely junketing. Many officials simply don't want the home folks asking too many questions. Your congressman can ask the questions for you.

► FOREIGN TRADE with Europe is hampered by failure of FEA to permit resumption of normal trade relations broken by war.

Under lend-lease, most countries maintained supply missions in Washington, through which all exports were cleared by FEA. Now, many U.S. exporters are receiving inquiries from their old customers in England, France, Italy, Belgium, Holland, Greece and Scandinavia. But each offering must clear through FEA and the moribund supply commissions. Result, every impulse to resumption of private trade is smothered before U.S. sellers may even quote a price.

FEA explains that complete control of foreign trade is necessary to prevent disruption of basic currency and exchange agreements; but exporters insist that there is room for private business within control limits.

► GUARANTEED ANNUAL WAGE is creeping in through the back door at WLB, where majority of members and staff often work hand in glove with CIO policy board.

In Melville Shoe decision, WLB ordered employer to guarantee sales personnel a minimum of 44 hours a week "for 52 consecutive weeks per year."

Industry members of WLB contend that authority to incorporate such clauses in labor-management contracts was not delegated by Congress.

Lapse of war powers opens way for court review of this and other WLB rules

which may overreach the basic stabilization authority delegated by Congress in stabilization act.

► LUMBER INDUSTRY complains that Washington's failure to relax wartime controls bogs down reconversion plans in all other industries.

There is ample lumber capacity, but OPA, WPB, and WMC haven't gotten together on program which would put lumber in retail yards.

► DISCHARGED VETS are given a last-minute pep talk on employment rights under the G.I. Bill; often face old employer in belligerent mood. Experience shows that vast majority of employers have the "welcome" mat out for their service men, but labor union rules often complicate seniority status.

General rule of Selective Service is that no arrangement unfair to the employer is a good arrangement for either party.

If you have trouble with overly demanding veteran, consult your local Selective Service Board, where placement officer is eager to assist in common-sense solution.

► MORE River Authorities are roundly condemned by joint study of the Regional Authority issue, sponsored by 31 land and water organizations.

Keynote of report is realistic definition of a river valley "authority"—"It is a federal corporation with the power of government....Congress retains no adequate control over it."

► FOREIGN RELIEF agencies are getting first whack at surplus military supplies and equipment overseas. United Nations Relief Administration asks for \$65,000,000 in small tools, construction machinery, mining equipment, farm machinery, trucks, textiles and medical supplies; calls attention of applying nations to trick clause in our Surplus Property Act which authorizes direct three-year credits on such purchases "without depleting UNRRA's financial resources."

Under this joker clause, UNRRA becomes another international credit agency for practically unlimited operations over and above \$2,500,000,000 (our share \$1,300,000,000) for direct grants and gifts overseas.

But, because it is an international organization under special diplomatic arrangements, UNRRA is beyond reach of Congress; makes no detailed reports on

U.S. allocations; rejects all Congressional inquiries on ground that only the international Council may require an itemized accounting.

►RAILROADS are proud of their troop movement record—20,000 returnees cleared from one Atlantic Coast camp in eight hours, with Pullman berths for every soldier booked for more than 12 hours' travel.

Carriers anticipate prompt easing of freight load, but even heavier passenger jam during months of military demobilization.

Fortunately, end of gasoline rationing cuts civilian rail travel at least 20 per cent.

►BRAZIL PLANS a \$17,000,000 highway program in first five postwar years; has an engineering mission now visiting U.S. road commissions for latest scientific developments.

State of Sao Paulo is in market for \$5,000,000 in highway construction and earth-moving machinery. For details address Carlos da Silveira Lichtenfels, C/o Transportation Department, Office of Inter-American Affairs, Washington.

►AMERICAN INSTITUTE OF ACCOUNTANTS says better cost-accounting systems could eliminate much management-labor friction; urges accountant on new national committee exploring Charter for Labor and Management.

►NEW SAFETY GASOLINE offered by New Jersey Standard greatly reduces accidental fire hazard, paves way for refueling transoceanic planes in the air.

Secret formula gives 100 octane power in a liquid which will not ignite under a lighted match.

Navy hails new fuel as an epochal safety advance for aircraft carriers, where vapors from huge storage tanks formerly offered a constant danger of flash fires set off by static electricity.

►NEW TRIP INSURANCE policy offered by commercial air lines gives 7-day coverage for 25 cents per \$5,000; prewar coverage was four hours. New policy also extends to all substitute transportation provided by air lines, plus bus trip to airport.

Lower rates are based on improved safety experience. Through 1944, 16 U.S. transport lines flew 5,600,000,000 passenger-miles without a fatality.

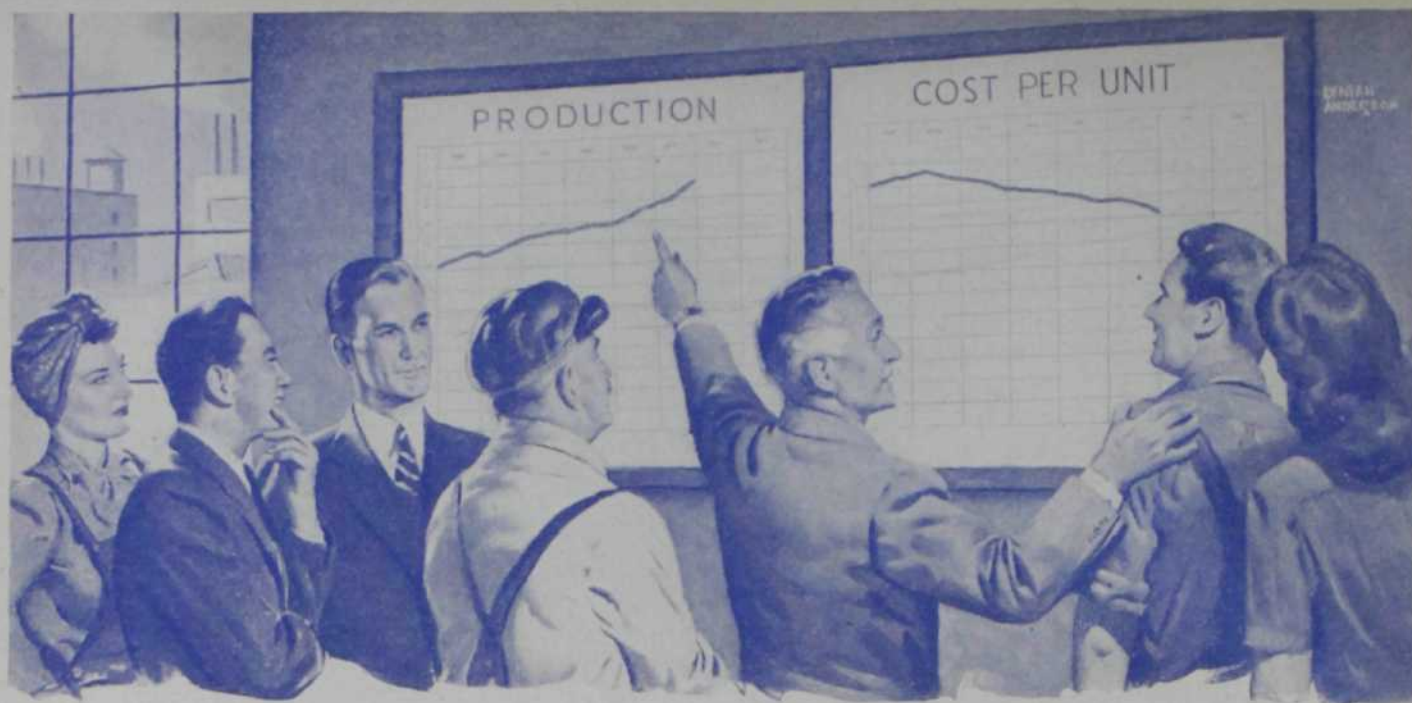
►GREAT BRITAIN has repaid U.S. \$118,000,000 plus interest to date on the war loan of \$390,000,000 advanced in July, 1941. Balance is being paid in monthly installments from impounded earnings of U.S. branches of British insurance companies. RFC holds as collateral the capital stock of 41 British-owned insurance companies operating in U.S.

This was the last loan to Britain before lend-lease program really got going.

►ATOMIC ENERGY is too expensive for industrial power; a new "industrial revolution" may be just over the horizon, but atom-splitting bombs now cost about \$12,000,000 a pound.

But the world has moved into the periphery of a new era—the age of free energy. Methods and funds available to scientists six years ago could produce one pound of U-235 by the year A.D. 12,501,945. Our \$2,000,000,000 investment knocked off those 12,500,000 years. Basic problem licked was getting precious one part U-235 from 140 of pure uranium, itself no cinch to extract from raw ore.

►WASHINGTON BUSINESS BRIEFS: Army hears the Pentagon Building will become permanent headquarters of the United Nations council....Trade surveys anticipate some natural rubber, tin and sugar from South Pacific areas starting early in '46....Holland is in the market for 500,000 bicycles and 20,000 typewriters....Office of Defense Transportation is liquidating in smaller cities; will close the books Jan. 1....Capitol Hill hears a little buzz from Upper Pennsylvania Avenue that Prof. Tugwell soon will wash out of Puerto Rico....European food survey predicts need for 650,000,000 bushels of American wheat over coming year—half to come from Canada....Keep your eye on Surplus Property administration; it's a blinding mess....Cereal grains will be released for beverage alcohol beginning Oct. 1, trade circles hear....Returning veterans squawk vehemently when they can't reclaim their rented homes without OPA's 90-day eviction notices....With a new Australian crop in the making, U.S. and British Governments hold wool stockpiles approaching a full year's prewar needs....FBI fingerprint office reports 70 per cent of people arrested in U.S. last year had prior criminal records.



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Real advantages can be derived from a Deferred Profit-Sharing Plan correctly designed to meet the specific needs of an organization. Specifically, such a plan . . . calls for the employer to make payments only out of profits . . . assists employees' estate-building and retirement objectives . . . creates incentives for forward-looking employees . . . eases current compensation problems and results in more satisfactory employee relations.

THE INTERNAL REVENUE CODE PROVIDES FOR QUALIFICATION OF SUCH A PLAN, AND THEN

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The employer's contributions may be based on total profits or on only those profits in excess of a fixed amount or in excess of a percentage-return on capital. Such contributions are placed in trust and may be invested in securities or insurance company contracts or both. The dis-

tribution from that trust of benefits to eligible employees may begin upon the completion of ten years of membership in the plan or upon death, disability, illness, retirement or other severance of employment. Such benefits may supplement the benefits under a basic retirement plan.

Our 92-page summary entitled "Pension, Bonus and Profit-Sharing Plans," covering the fundamentals of formulating and financing employee benefit plans is available. We invite you or your consultant to write for this study and to discuss your particular case with us—without obligation.

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War Veterans Are People, First

By R. L. DUFFUS

IN OUR haste to show our gratitude, we may make the error of regarding returning soldiers as a problem, rather than as healthy young men who ask only an equal chance

AN OVER-AGE civilian with flat feet and a touch of the heaves, who never was in an army or navy and would have won no medals if he had been, can't help feeling modest when he barges into the current argument as to what the returned soldier, sailor or marine is going to ask from us and what we are going to give him. Nevertheless I am going to put in my oar. One thing we can do for the man in uniform is to think about him.

There is no question that we are going to give him as much as we can

of what we think is good for him. The problem will be whether what we think is good for him is what he thinks is good for him, and whether what either of us thinks is good for him really is good for him.

We can't be guided by gratitude alone. Gratitude is like the bounce in a tennis ball. It wears out after a while. The soldier (let's call him that for short, including the sailor and marine, too) did not go to war because he wanted gratitude. He went because he was of military age, sound of body and mind, and engaged in no occupation which made him more valuable to his country at home than in the field.

What he dared and achieved was the product of many qualities, inherited from his parents or acquired in the home, in school, in the churches and in his military training. There is no particular point in thanking him for having those qualities. We might as well thank him for being young. They arise from the whole body of people and the whole way of life out of which he came. The issue is, what is he going to do with them when he comes out of service?

Because he has been to war this problem is not just the perennial one of each new generation. The things he has had to do and endure are simply inconceivable to those who have never been in a war. If this nation was dedicated to any one material aim it was mass comfort—soft beds, plumbing, central heating, good clothes, pleasure automobiles, handy recreation. He has had to sleep outdoors in rain, snow and tropical heat,

slog through the mud and dust on foot and very often go short on food and rest. If this nation was dedicated to any one spiritual thing it was respect for human life and the alleviation of human suffering. He has had to make it his business to take human life and to cause suffering; his business to risk his own life and to endure pain.

How does a man change?

THE correspondents at the front, together with some soldiers who can write as well as fight, have made it clear that this young American lives in a strange and horrible world when he is in action, and that it is difficult for him to connect that world with the peacetime world he once knew. At times he lives as we suppose the cave man lived thousands of years ago. His humane and tender feelings survive only in a devotion to his buddies, the men closest to him.

The soldier goes into that world. We send him there. That is our dreadful responsibility. He loathes it with a loathing we can only faintly imagine. But he is in it and, like any other environment acting on any other man, it changes him. How much does it change him, does it change him permanently, does it turn him into a different sort of man from what he would otherwise have been, and does the change make it necessary to plan his future as it wouldn't have had to



E. F. WALTON



We can't give back his time, but we can give him the opportunity war took away

be planned if he hadn't gone to war?

If he receives a wound which wholly or partially disables him we do have a plan for him. By "wound" I mean anything that happens to him in service that handicaps him either physically or mentally. We hear a lot about psychoneurotics coming out of service. Some of us manage to be a bit psychoneurotic without ever going into the services. Most of us are perhaps a little that way occasionally.

I do not believe this is a separate problem. We have to rely on the doctors to diagnose it and deal with it. We have to get rid of our superstitious attitude toward it and treat it, as modern psychiatrists do, as just another ailment. It is no more disgraceful than indigestion, and it is often more curable than a shattered leg.

I have recently read a book on this subject by Dr. George K. Pratt, a distinguished psychiatrist who served in World War I. Dr. Pratt's message in "Soldier to Civilian" is a hopeful one. Soldiers who were badly adjusted to life before they entered the Army are likely to crack under the strain. Others will break temporarily under the awful realities of combat. But in most cases "the outlook for an adjustment to civilian life that will prove as satisfactory to him (the veteran) as to us is excellent."

The main principle in dealing with veterans who have been wounded in any way, either physically or psychi-

cally, seems to me simple. We have to do all we can to cure their disability and, if we can't cure it, we have to do all we can to make up to them for what they have lost.

Most veterans are fit

BUT out of 12,000,000 or 13,000,000 men (and women) who will have been in service, the greater part will come back with no permanent disability of any sort—that is, with none that will keep them from living happy and useful lives. Even many of those who have been wounded will have only the superficial scars and the memory of pain to show for it. Otherwise they will be physically as fit as anyone else. And in time the emotional strain of battle will wear off.

It is the vast number of uninjured and those whose injuries are fully healed that we really have to make up our minds about. Dr. George S. Stevenson, Medical Director of The National Committee for Mental Hygiene, quotes an apt phrase in this connection in his introduction to Dr. Pratt's book. "Bonuses of a new style are needed," he says, "bonuses that 'pay the debt of disability in the currency of opportunity.' That sort of bonus is a pretty fine thing."

Even the healthy and well-adjusted veteran has changed since he left home. He would have changed in any case because the years of early man-

hood are swift and tumultuous at any time. He has matured, in judgment, in emotional experience and in his sense of responsibility.

War has given him a few by-products that he may have found congenial, amidst all the horror. He may have liked the close companionship of men welded together by a common danger, even though the danger itself was acutely painful. He may have liked having his small decisions handled by the military machine of which he was a part—what to wear, what to eat, where to go next, when and how long to sleep. He is not in love with war on that account. My impression is that he will want to return to civilian life as quickly as he can after his Uncle Sam says he may. I recall that after World War I there was quite a demand for shoes that constricted the toes: the veteran of that war was frankly tired of the comfortable and sensible Munson army last. I think that this time his successor will be tired of a good many other things that are unavoidable in an army.

He will have spent from one to four or more years of his life in service. From his point of view this is plenty. He will want to turn his back on those years—those wasted years as one young sailor said to me the other day. We can't give the years back to him. As he grows older and gains perspective it may be that he wouldn't want

(Continued on page 96)

To "get on in the world" the veteran will need a chance to find himself, to look around, to develop his abilities to the full





Representing every kind of business from beauty parlor to ship-builder, the Council asserts its right to bargain collectively

GEORGE LOHR

United They Bargain

By JOHN H. CRIDER

ORGANIZED labor is here to stay. Collective bargaining is here to stay. Certain prophets, fearing that organized labor may be tempted to use its new strength and legal sanctions too little in the public interests, see strikes on the increase—and see labor ending up ultimately behind the eight-ball of strait jacket federal regulation. If this should happen, everyone would suffer, labor, industry and the consumer.

But there is a way out—at least, the business men of San Francisco have found one answer to the problem.

Back in the '30's, San Francisco was plagued by some of the nastiest labor trouble in the country. Out of this experience and the determination of the business men to do something about it has come the San Francisco Employers' Council. This Council is an organization which works with organized labor from the viewpoint of the community as a

THE business men of San Francisco have discovered that meeting labor problems fairly but with collective firmness helps prevent strikes, disagreements and disorders

whole, and with the best interests of all concerned in mind—and which gets results. Take a look at the record:

From '39, when the Council began operation, through '44, strikes through the country increased 52 per cent.

During the same period, strikes in San Francisco decreased 80 per cent.

Increase in the number of workers involved in strikes throughout the country, '39 through '44—nine per cent.

Decrease in the number of workers involved in strikes in San Fran-

cisco during the same period—95 per cent.

In '43, San Francisco had only eight strikes, involving 3,377 workers.

Last year, it had only 12, involving 1,316 workers.

San Francisco newspapers brag, too, that the "charter of industrial relations" proclaimed last spring by Chamber President Eric A. Johnston and the heads of the CIO and AFL was old stuff so far as the Golden Gate City was concerned. The San Francisco Chronicle said that the principles enunciated by Johnston, Murray and Green were merely an "amplified restatement" of the principles laid down in the original announcement of the Employers' Council in May, 1938, which said:

"It is not our belief that this organization is of itself a remedy for industrial ills. That remedy must be found in a mutual willingness and desire to approach these intricate

problems with a belief that they can be solved without destroying the rights of either party."

San Francisco had tried it in other ways. It had tried the methods of the rugged individualist—the way of the lockout, mutual bludgeoning, strikes, hard feeling. Then it tried an Industrial Council, predecessor of the Employers' Council, and an impressive first attempt at organization of business to cope with unions. That effort suffered, according to labor reporters who watched it, from a combination of unwillingness to recognize labor's right to bargain collectively and from a hangover of antilabor sentiment on the part of some of its members.

The initiative for creating the Council came from Roger Lapham, now the city's mayor and then executive of a steamship company. However, San Franciscans who know all the facts do not give the mayor all the credit since, as they say, the Employers' Council grew out of community experience and necessities. The seed was planted May 20, 1938, when Mr. Lapham made a speech, in which he said:

"I would like to see the employers of San Francisco develop some kind of federation where different groups of industry or business may be represented and have a voice in the determination of general labor policies

affecting themselves as well as the community—not for the purpose of breaking any union, but with the idea of honestly trying to establish better relations between employer and employee, and with all the patience we possess and all the intelligent and logical thinking we can produce."

Collective bargaining is mutual

THE Employers' Council has succeeded because it has the full backing of the community, is operated by able men, and because its members unqualifiedly accept labor's right to bargain collectively while, at the same time, asserting their own right to do the same. As of April of this year, its membership had grown to 1,955 from the 1,100 initiates of 1939. Of the present membership, 919 are affiliated through industry groups and 1,036 are individual members.

The council represents every kind of business from beauty parlor to shipbuilder. It encourages the membership of industry groups. The individual members pay nominal dues, while the group members pay dues on a sliding scale. In addition, the Council has a sustaining fund to which members contribute on a voluntary basis, much like a Community Chest. While the Council does not publish its financial figures, its officials say that finances are never a source of concern. In some instances the Council has come to the financial aid of harassed members, in addition to financing its own program.

Although the Council has a distinguished Board of Governors to pass upon high policy matters, it is essentially a staff operation. Occupying nearly the whole ninth floor of the Adam-Grant building, the paid staff under President George O. Bahrs numbers about 35 persons. The staff operates on a full-time basis, meeting once a week in a conference at which current problems are discussed. It makes most of its own decisions. The Council's activities include:

1. Directing the negotiation of collective bargaining agreements. It does this only when a member requests it to do so. The Council has an experienced staff for this work. When acting for small individual firms, it gives them negotiating and research facilities equivalent to those of a large concern, but the best proof that it really has something to offer is the use well-organized and financed business groups such as the San Francisco sardine industry, make of its services.

(Continued on page 105)

How to Organize a Council

BY FORMING an Employers' Council to study the local labor situation and to deal with organized labor on a united front, San Francisco's business men have succeeded since 1939 in reducing difficulties between management and labor to a minimum and in preventing strikes which otherwise would have occurred.

The San Francisco plan in its entirety may not work in your community. But if you feel there is need in your city for such an organization, there is no reason why you cannot adapt the San Francisco plan to meet your requirements. Here are some pointers on getting under way:

1. **Set up an organizing committee** by bringing together a few leading employers to talk things over. With this group willing to carry the ball . . .
2. **Write to the Labor Relations Division** of the United States Chamber of Commerce, Washington 6, D. C., for a suggested constitution and by-laws, outline of proposed program, qualifications for membership. Then, with this material as a starting point . . .
3. **Call a meeting of interested employers** who are eligible for membership and present the plan. Name as chairman of this meeting a man who will develop discussion so that everyone present will understand the Council's purpose, method of operation, scope of activities, budget, dues schedule, and so on. After the constitution and by-laws are adopted . . .
4. **Elect regular officers** and a board of directors or other governing body. The governing body's first big job will be to . . .
5. **Employ a chief of staff and a working staff.** Inasmuch as your Employers' Council will find it necessary, among other things, to do research work on wage matters, act as an information clearinghouse, handle public relations, negotiate collective bargaining agreements, assist in the adjustment of labor disputes and represent your members in dealings with government and labor agencies, it is imperative that the staff include men experienced in these fields.

Victory Gardens in the Sea

By EDWIN WARE HULLINGER

THE 120-foot otter trawler *Mildred* recently put into Boston Bay, her ice compartments brimming with 190,000 pounds of cod and haddock. She had been gone from port scarcely ten days, but her captain, John McGregor, knew the fishing grounds off Nova Scotia almost as well as a New England farmer knows the hills and ravines of his farm. McGregor has a reputation for knowing where fish are, which made it easier for him to hold his crew of 16 men—a mate, 12 deck hands, a cook and two engineers.



PHOTOS BY NESMITH



Fishermen have made good incomes despite higher prices for nets and other gear

Fishing crews are paid according to the catch, and a captain who can fill his boat in ten days instead of 21 earns twice as much for his men.

Fishermen's luck varies, even for the best, but John McGregor had managed to sail to the right places often enough to put \$50,000 to his credit in a Boston bank, as his share in the profits from the *Mildred's* trips to the Banks in the past year. The \$50,000 was his record, and probably one for New England fishing captains, but wartime fish prices have made it possible for this "sea dog" to count his annual earnings in five figures regularly since 1942. (He was not a Black Market operator.) Before Pearl Harbor, his annual deposits averaged \$8,000.

John McGregor is not the skipper's real name and the *Mildred* is not the name of his boat. Otherwise, the de-



In spite of loss of manpower to war industries, fishing crews, man for man, produced more food than farmers

tails are correct. Also, as income tax records will show, there aren't too many "McGregors" even among the best captains, although many skip-pers, formerly earning less than \$4,000 a year, now bank from three to four times their prewar "take." Many took in more than \$20,000. I heard of one trawler cook who made \$11,000 a year.

Many fishermen prosper

A RECENT survey by the Fish and Wildlife Service of the Department of the Interior showed that the average New England crew man, who in 1941 earned \$2,272, touched a salary ceiling of \$6,168 for 1943. This figure was an average which included the lowest paid as well as the luckier fellows, so many earned more than \$6,168, itself a bonanza sum for ordinary fishermen. On the Pacific Coast, Gulf and Great Lakes, fishing folk have prospered correspondingly.

The fishing industry is bracing itself for the future, in the hope of holding at least part of its hard-won gains—and eventually putting up a tussle for new conquests.

As a first step, the industry is moving to organize on a national scale, comparable to that of other major American industries. The National Fisheries Institute Inc., created in July, opened for business in Washington in August, em-

ploying Charles E. Jackson, recently Assistant Deputy Coordinator of Fisheries, and 12 years assistant director of the Fish and Wildlife Service, as its general manager.

The Institute plans a thorough-going national organization, to include all local fish associations, and individual producers, processors, canners and wholesalers in regions where no local organizations exist. A national convention has been called for May, 1946, and bylaws purposely have been left fluid so that new members can participate in final organizational plans. The Institute will represent local organizations in Washing-

ton, defending, promoting and servicing their interests much as the Meat Institute acts for the meat industry. Eventually it will sponsor national advertising campaigns for fish products.

In the world's most highly organized industrial country—the United States had 3,100 national and interstate trade and manufacturing associations in 1942—the fishing industry never has been able to get together on a national basis. After a short-lived national association of the early '20's, progressive fish men in New York formed the Sea Food Institute, to promote public interest in sea products. It lasted only a year. There are, however, a number of active local organizations, such as the Fisheries Council in New York and the Boston and Chicago Associations.

Expecting tough times

NOW it is felt the crisis is widely enough recognized—and the possible prize sufficiently alluring—to make this attempt succeed.

Fishing people, a hard-headed lot, have no illusions about the present boom. They expect tough times in the years immediately after the war. The optimists differ from the pessimists only in the length they ascribe to this postarmistice gloom period, and in their faith in prospects of an eventual healthy recovery when the shake-down interval has passed.

Fish prices are expected to nosedive when red meats come flooding back into the country's display counters and when the Government stops buying 72 per cent of the entire pack of canned fish and large quantities of fresh and frozen fish.

Actually, the civilian nation is eating less fish today than before the war, ten pounds *per capita* instead of the 13.3 pounds as in 1941. While heavy government purchases are responsible for a great deal of this, together with wartime operational difficulties which have kept production down, fishing people realize that the average American—whose annual prewar consumption of meats was 175 pounds—has not become less meat-minded during these lean years.

An extensive educational campaign would be needed to woo many American consumers away from meat. Such

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New filleting processes which eliminate the bones and waste have made small fish, formerly thrown away, some of the most popular types

Eat Cake and Have It

By CHARLES H. DUNNING

EXPERIENCE shows the best way to save minerals is not to leave them in the ground but to use them. Here the paradox is explained



LEGEND has it that the "flotation process," so important in modern ore recovery, was discovered when an Irish washerwoman noticed sulphide minerals floating to the surface as she washed the miners' greasy overalls. Another version is that a Mrs. Everson, wife of an assayer, made the same discovery as she washed her husband's ore sacks.

Whichever story is true, one important fact stands out:

The discovery would not have been made had there been no miners with greasy overalls to wash or ore sacks to clean. Moreover, the process could not become economically important until it had been improved by dozens of trained technicians.

This seems to me to be a sound answer to those who tell us that nearly all our ore deposits are known and that, when they are worked out, we will be dependent on foreign countries for our supplies of metals. According to this argument, we should



Surveying in a copper mine is a step in a long chain of improvements in mining

keep our minerals in a sort of underground doghouse to conserve what resources we have left and buy our requirements from other countries.

This reasoning is false!

As surely as we allow our mining industry to decline through inactivity, just as surely will it disappear. Important in-

ventions or improvements come about only in industries that are alive and active.

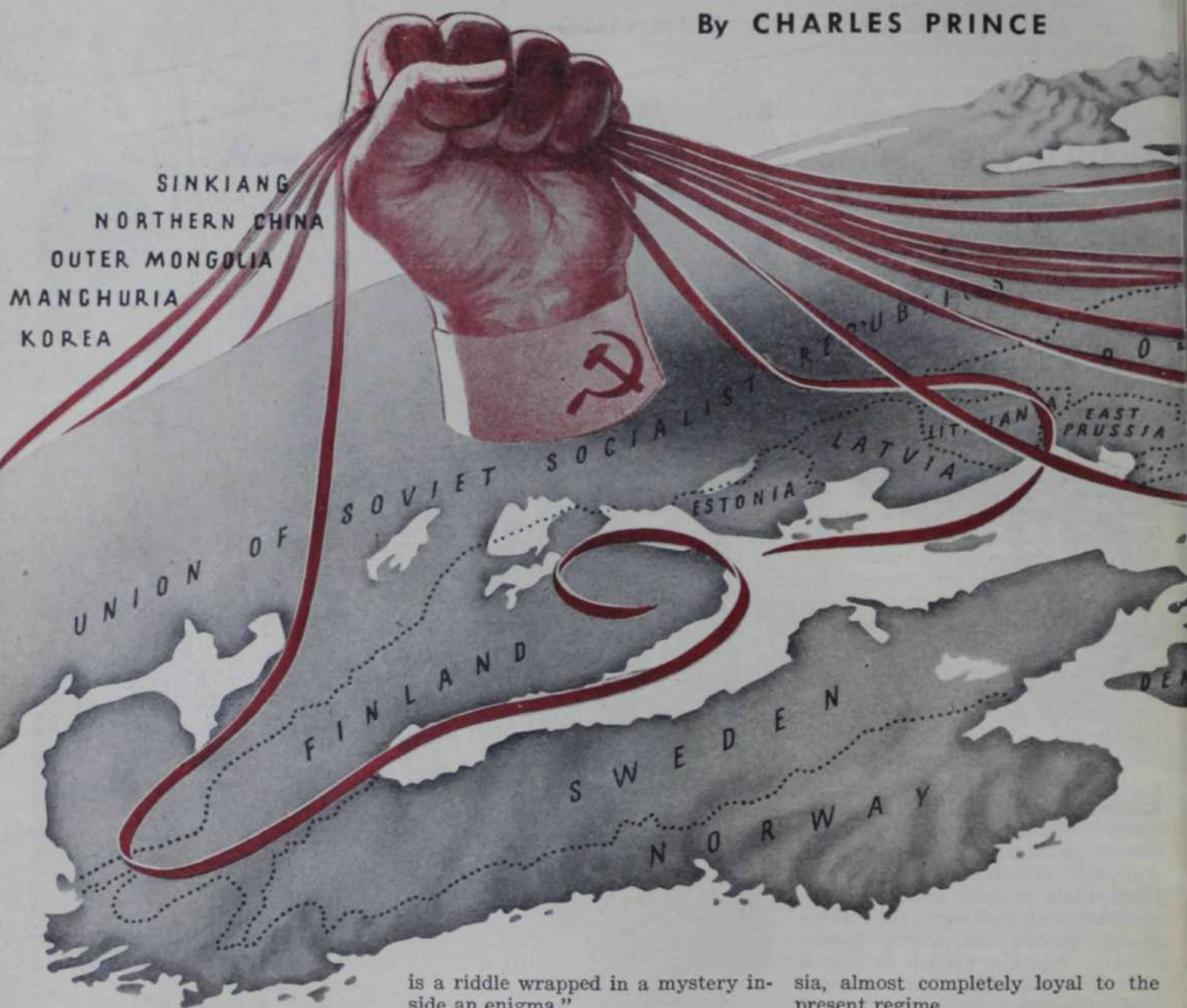
For those reasons, the best method of conservation is to keep our mining industry healthy and alive with steady and

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TEN THINGS RUSSIA

By CHARLES PRINCE



RUSSIA knows what she wants. Her main objective, as Soviet spokesmen have consistently stated, and as reflected in the Potsdam report, is: "To be regarded as a great political and economic power on a global basis." This objective was one of the factors which prompted Russia's declaration of war against Japan.

Although the Stalin regime has pursued a tortuous course in foreign affairs, it has at no time lost sight of that goal. In spite of this, many of our people are inclined to accept Winston Churchill's quip, "The Russian policy

is a riddle wrapped in a mystery inside an enigma."

But the Russian policy is no deep riddle to anyone who will examine Soviet documents and publications for the past two years. Here, for instance, are some of the Soviet Union's announced plans:

1. To bring about a stronger unity among the disagreeing elements in the Soviet Union.

Germany's invasion of Russian territory contributed one thing to the USSR: It gave the people of the various sections of the country a common cause, fused them together, created a greater national spirit. Moreover, a new generation has appeared in Rus-

sia, almost completely loyal to the present regime.

In addition, the Pan-Slav movement—which is a politico-economic opportunist movement—has had a powerful psychological effect on the people of the Slav countries, and has won their increasing support for Soviet Russia.

The Soviet Union is counting on these developments not only to make Sovietization more enduring within the Union but also to make it more feasible in the neighboring areas.

2. To establish an effective national security on the basis of land and sea frontiers which Soviet leaders consider necessary.

WANTS

RUSSIA'S policies were not invented at Potsdam but have been in the making 25 years. Soviet officials, in documents and speeches, have repeatedly made clear their country's goals, and plans for attaining them



Russian leaders have dedicated themselves to establishing—in the shortest possible time, regardless of consequences—security zones against political aggression; and to establishing the USSR as a great power, supported by strong armies. They are not, however, losing sight of the fact that, in the words of Generalissimo Stalin, “a good foreign policy is better than a few armies.”

3. To organize a circle of friendly nations in Europe and in the Far East—states with governments inclined to far-reaching economic and social reforms that eventually will lead to a collectivist system in those nations.

4. To refrain from direct provocation of Communist revolution but to use pressure or ballot in European countries, especially in Southeast and Central Europe.

This appears to apply only to Europe, not to the Far East. However, this recent trend in Soviet foreign policy is subject to sudden change depending on the working relationship among the three Great Powers.

5. To advance Russia's interests in the Far East by a dynamic, one-sided course of action different from that in Europe.

Historically, Russia has always opposed strong American and British penetration into northern and north-

eastern China. In all probability there will be no outright Sovietization of Korea, Sinkiang (Chinese Turkestan) and Manchuria. To all intents and purposes, Outer Mongolia has been within the Soviet orbit since 1924. Now, because of Russia's part in the defeat of Japan, the Japanese puppet state of Manchukuo will doubtless fall into the Soviet security zone. Nor is it far-fetched to assume that Soviet expansionism will logically extend to Inner Mongolia.

To spread Sovietism in the Far East has always been an aim of the USSR's foreign policy. With Japan eliminated, the costs of further Soviet expansion in the Far East will be reduced and the gains to be derived are

expected to be increased. On the other hand, in the gradual Sovietization of Southeastern Europe, the costs would be enormous in proportion to the expected gains. Moreover, the Stalin regime is better equipped politically, psychologically and geographically for effective efforts in the Far East than in Europe.

6. To strengthen its rigid control on the foreign trade of all 16 Soviet Union Republics and eventually to extend this control to the countries which have recently been "liberated" by the Red Armies, especially within the security zones earmarked by the Soviet Government.

Soviet economists and monetary experts have consistently argued in defense of this practice, contending that the policy of foreign trade control is one of the most effective ways to prevent widespread unemployment. Also, it is one of the bulwarks of the political and economic structure of the USSR.

The Soviet Union is now importing goods from abroad, exporting some Russian products, and expects her trade with foreign countries to increase greatly after the war. (See NATION'S BUSINESS for March, 1944, p. 28.) Therefore, the USSR is interested in the stability of capitalistic currency and in the restoration of the economic life of foreign countries.

7. To obtain outlets to the Mediterranean Sea and the Indian Ocean, as well as to control the outlet from the Baltic Sea into the Atlantic.

The Soviet Government has recently enlarged the activities of its 12 naval colleges in the expectation of building a large naval fleet. Soviet spokesmen are frank in stating that the projected powerful Red Fleet will be built as quickly as possible, regardless of costs.

The Kremlin's notice to Turkey on March 20, 1945, requesting revision of the Montreux Convention of July 20, 1936, clears the way for Russia's control of the outlet from the Black Sea and bases in the Dardanelles to safeguard passage of Soviet shipping and warships into the eastern Mediterranean.

8. To eradicate illiteracy and to increase the standard of living of the Soviet people. This objective, although a basic one in shaping Soviet domestic and foreign policies, will continue to receive secondary consideration wherever the requirements of improved education and living standards conflict with the demands of international relations.

9. To be recognized, not only as a great political power, but also as a great creator of economic wealth.

The USSR is practically self-sufficient in almost all strategic raw materials. The Soviets contend that their output is now the largest in the world. As regards industrial output *per capita*, however, the Soviet Union still lags behind a number of the leading capitalistic countries.

10. To reconstruct heavy industry in the Ukraine and to continue establishing heavy industry in Soviet Central Asia and in the Soviet Far East, each area to be economically and militarily self-sufficient.

These new regions have sufficient raw materials for this purpose, and the Government's announced policy aims at keeping the evacuated manpower permanently in Soviet Central Asia and in the Soviet Far East. At the same time, all feasible measures are being taken to restore the destroyed industrial plants in the Hitler-invaded territories.

During the war Russia cut her production of civilian goods more than any other country. It is conceivable, therefore, that with peace the USSR will be starving for consumers' goods—and the potential demand for imports of such goods should offer large opportunity for trade, especially with the United States.

These political and economic aims of the Soviet Government must be considered by us in dealing with Russia. Some of the complexities they create are obvious. For instance, since the Soviet Government exercises a rigid monopoly of Russia's foreign trade, and in view of the fact that this control will be extended to other countries, Russia will be in a strategic position to stifle free enterprise and free markets for vast quantities of goods and services.

Moreover, how will American business, represented by individual firms, be able to provide the initial long-term credits necessary to start off the whole economic apparatus of the Soviet Union?

Soviet representatives now insist on the use of a clause in contracts offered to American corporations to the effect that "in case of a potential dispute, arbitration will have to take place before a commission appointed by NARKOMVTORG (Commissariat for Foreign Trade) sitting in Moscow." This arbitration commission is to be guided by its own rules and the American firm will bind itself in advance to agree that the commission's decision shall be final and binding.

Many barriers to international trade are bound to result from the new phenomenon as between an all-embracing government monopoly of foreign trade on the one hand and a country where the system of free enterprise and free market are basic cores of the whole national economy. Obviously commercial activities under the Webb-Pomerene Act are now subject to investigation by the Department of Justice and the Federal Trade Commission. This situation could be remedied by effecting a national foreign trade policy via a commercial treaty with the Soviet.

The question of patent rights, trade-marks and copyrights is another likely source of disputes and entanglements.

In the face of the large volume of buying the Soviet Government expects to do in the United States—several billion dollars' worth—the situation affecting American owners of patents or patent rights will become all the more risky. As of July, 1945, Soviet laws offer no guarantee of protection to owners of patents, patent rights and trade-marks registered with the United States Patent Office.

Could create monopoly

THE present practice of some corporations of increasing prices of commodities sold to Soviet purchasing agencies in the hope of covering the risk involved is hardly sound economically. By being permitted to pay premium prices for American goods, Amtorg Trading Corporation (or any other Soviet purchasing agency) could—and, if not restrained, certainly would—monopolize entire markets of certain products manufactured in the United States and disrupt normal domestic, as well as foreign trade.

Moreover, in the light of political entanglements, it is conceivable—in fact, probable—that the Soviets will buy huge quantities of goods and begin at once to accumulate vast stockpiles of raw materials and finished products. In the event of gradually deteriorated relations, the probability of discrimination, dumping and such other practices by Soviet agents is within the realm of reality. Clearly, the problem of China will become more complex as time marches on, with its deleterious impact on Soviet-American relations.

Considering these and other factors—economic, social, geographic and psychological—it appears that an equitable commercial treaty between the U. S. and the Soviet Union is necessary to forestall future misun-

(Continued on page 74)

Bureaucracy Rides the Rivers

By Representative WILLIAM M. WHITTINGTON

UNLESS a halt is called, the United States faces the prospect of being burdened with eight new independent government agencies, superbureaucracies, called Regional or Valley Authorities, each with lump sum appropriations and controlled by three-man oligarchies with enough power to influence the economic and social life of large areas of the country.

Only indirectly responsible to Congress, these agencies will be performing operations which, in many cases, will duplicate functions already set up in the regular governmental departments of War, Interior and Agriculture. In some instances, they will supersede some of the activities of these departments. And, if the past is a criterion, they will have *carte blanche* to use their appropriations for extracurricular purposes of social engineering which, in my judgment, the people of the various regions should do for themselves.

Already a start has been made:

THE CHAIRMAN of the House Flood Control Committee explains why he does not want to turn tax money over to "Authorities" with unlimited power for social experimentation

First came the Tennessee Valley Authority, an experimental project created primarily to test out hydroelectric power possibilities, and secondarily navigation and flood control. More recently Congress has been asked to approve the Missouri Valley Authority, expressly designed for flood control and reclamation, with the development of hydroelectric power, but endowed with far-reach-

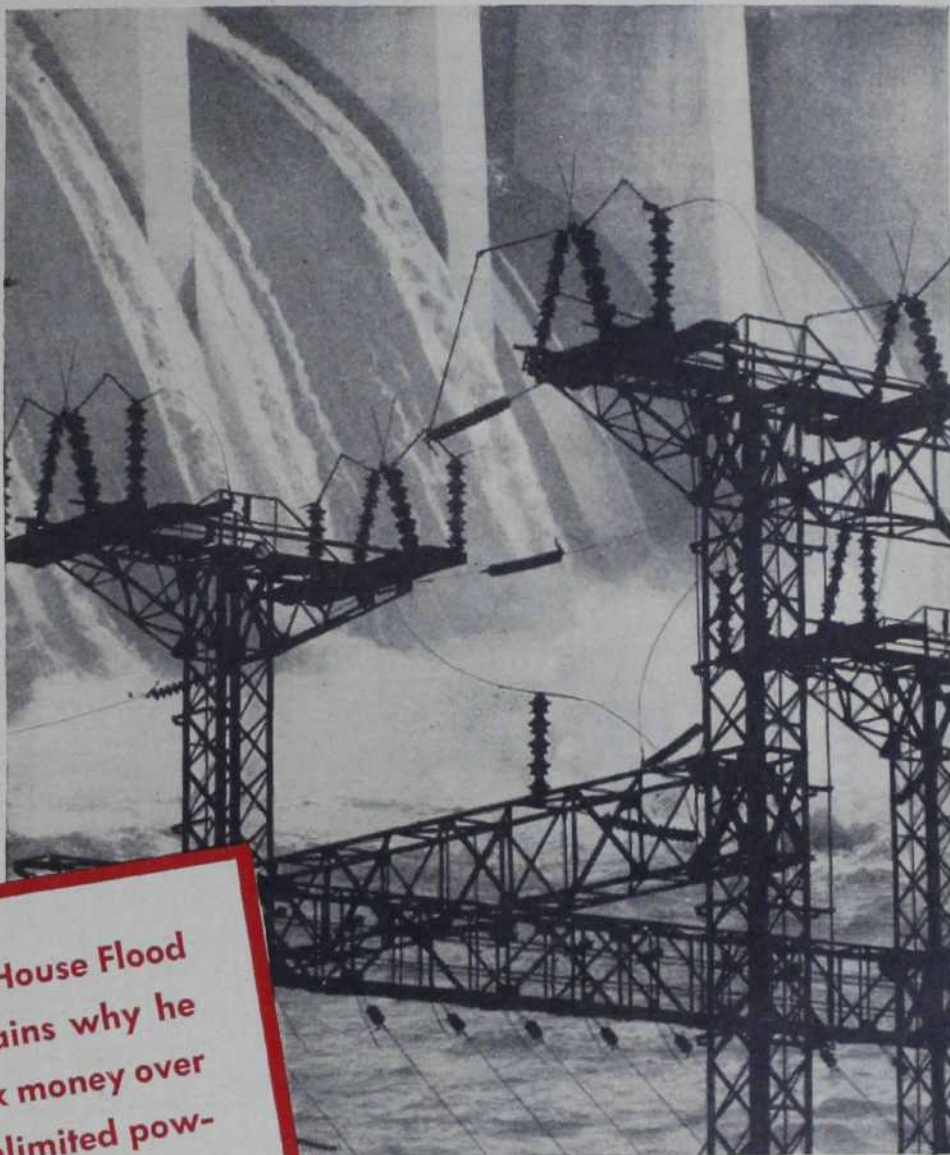
ing economic experimentation prerogatives.

These two are the opening wedges for a system of seven more Authorities of the same pattern to operate in seven other regions of the United States as Congress can be talked into appropriating the money. The other seven proposed are:

The Atlantic Seaboard Authority, including the Savannah River and generally rivers flowing into the Atlantic, from Maine to Florida.

The Great Lakes-Ohio Valley Authority for rivers flowing into or from the Great Lakes, and including the Ohio River and its tributaries except the Cumberland River which would be added to the Tennessee Valley Authority, to which would also be added rivers flowing into the Gulf of Mexico east of the Mississippi River.

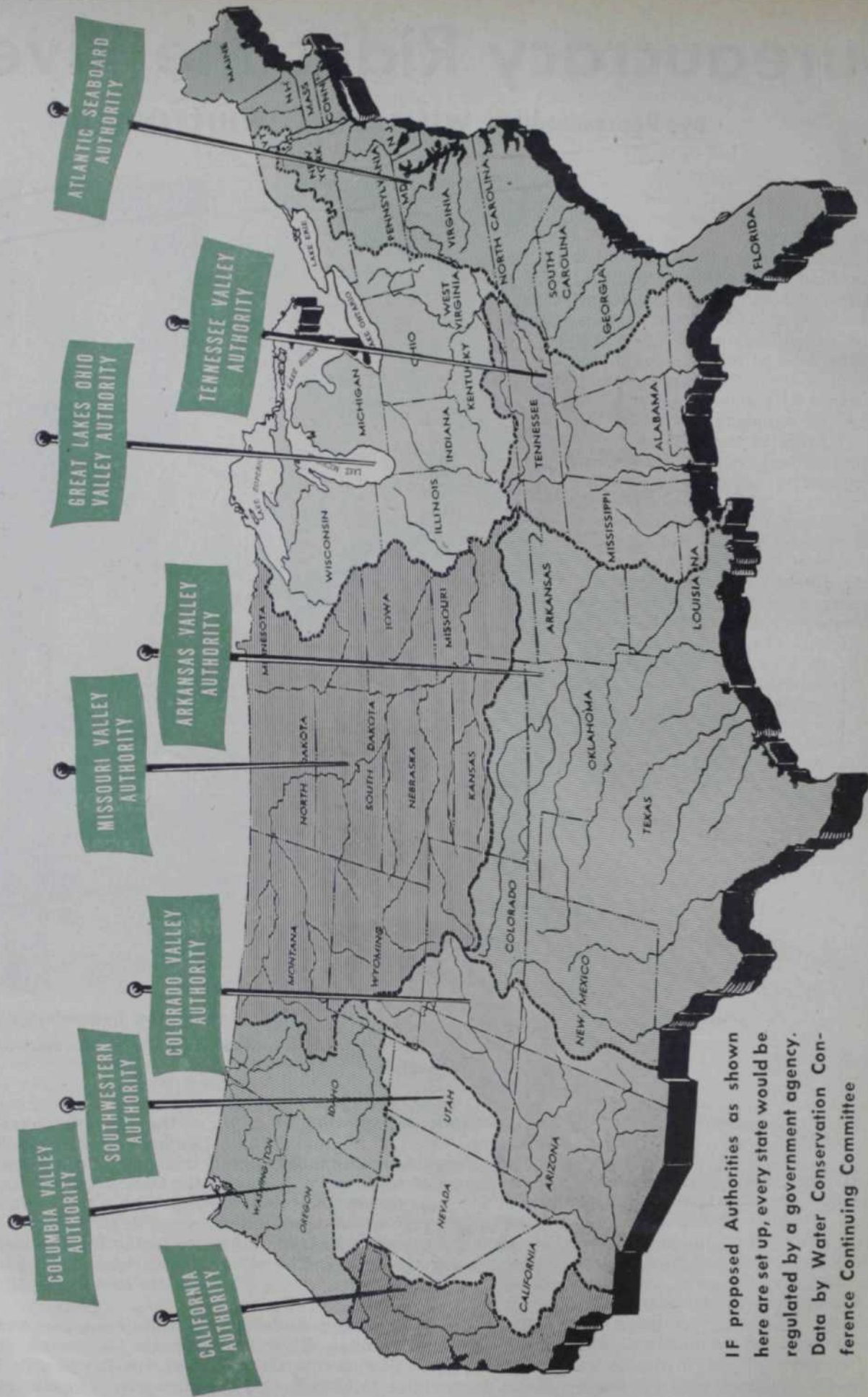
The Arkansas Valley Authority for the Arkansas, the White, the Red, the Rio Grande Rivers and for other rivers flowing into the Gulf of



H. ARMSTRONG ROBERTS

Flood control and hydroelectric power can be handled without new bureaucracies

These Authorities Would Control Our Social and Economic Life



IF proposed Authorities as shown here are set up, every state would be regulated by a government agency. Data by Water Conservation Conference Continuing Committee

Mexico west of the Mississippi River.

The Southwestern Authority for rivers flowing into the Great Basin with no outlet to the sea.

The Columbia Valley Authority for the Columbia River and other rivers flowing into the Pacific north of the California-Oregon line.

The California Authority for rivers flowing into the Pacific Ocean south of the California-Oregon line.

The Colorado Valley Authority for the drainage basin of the Colorado River in the United States.

I am not opposed to the flood control or reclamation objectives with the development of incidental hydroelectric power which are the expressed aims of the promoters, but I am opposed to the mushrooming plan of new bureaucracies. As a member of Congress for more than 20 years, and as Chairman of the House Committee on Flood Control for many years, I have been an outspoken advocate of effective flood control and wise reclamation projects.

But when I approve the building of a levee or a dam, I want to know that the job will be done by a veteran staff of engineers like the Corps of Engineers of the United States Army, who have been doing this kind of work for the Government successfully for more than 125 years. When I endorse a land reclamation project, I would like to have the assurance that the enterprise will be carried out by an experienced agency like the Bureau of Reclamation of the Department of the Interior, with funds for which it will be responsible directly to Congress. I prefer to leave the soil conservation and the reforestation jobs to the skilled technicians of the Department of Agriculture.

I hesitate to turn the Government's money over to a so-called Authority, staffed, perhaps, by "planners" and idealists interested in remaking society according to their ideas, and vested with power to use part of the funds as they choose for social and economic experimentation instead of building dams and reclaiming land.

I am opposed to the creation of a string of these Authorities, super-bureaucracies responsible directly to no one but themselves.

I believe in reducing instead of increasing bureaucracy. Uncontrolled bureaucracy leads to irresponsible bureaucracy.

I believe in direct accountability for public expenditures. I oppose

lump sum appropriations or their equally undesirable equivalent, the so-called revolving funds. The bills creating Authorities are usually enveloped in vague phraseology, including phrases that could be stretched to justify engaging in activities which many patriotic taxpaying Americans do not consider proper governmental functions.

I believe in definite appropriations for definite purposes. Public projects should be safeguarded. In the case of the Authorities, the selection and improvement of the projects rests generally with the Authority itself. I believe the representatives of the people who levy the taxes should have a voice in the approval of the projects to be constructed.

I am opposed to Authorities because they would duplicate much of the machinery already functioning in established governmental departments. To the taxpayer, this means added expense.

Congress should have control

UNDER existing law, the Secretary of War, the Secretary of Agriculture, and the Secretary of the Interior submit their studies and surveys to Congress for approval. Under the authority plan these departments could even be subjected to the control of the Authority in certain areas, the Authority being supreme in its own territory and free to use its own technicians or to borrow those of the other government departments and blueprint their operations.

I do not think it is necessary or efficient to form new agencies to "coordinate" the various development operations, such as planting trees, improving soils, building dams and levees. Government departments often work together on a single project. If an Authority is necessary to coordinate these varying functions, we might as well combine the Department of Agriculture and the Department of the Interior. If the departments do not cooperate, the remedy, in my judgment, is not to scrap the department, but for Congress to insist upon cooperation.

There is plenty of chance for discussion inside the structure of the new Authorities themselves due to an inherent defect of their organization. The Authorities are managed by three-man directorates. A public enterprise needs to be operated by a single executive who can make prompt decisions as he goes along. Divided authority can be worse than no authority.

When I make this statement I have

in mind the clashes and differences of opinion that developed among the directors of the Tennessee Valley Authority under the chairmanship of Dr. Arthur E. Morgan. The clashes were fundamental. Inefficiency and delay in management resulted. Resort was finally had to court proceedings for the determination of the President's power to oust Dr. Arthur E. Morgan.

Tangles hard to correct

IN trying to dodge possible rivalries among the existing governmental departments, we can tumble into an even more serious tangle inside the directors' room of the Authority itself, a tangle that will be harder to correct because it is further removed from congressional or executive control.

The Tennessee Valley Authority was created in 1933 by the first regional authority act passed by Congress. It was intended primarily for the development of the natural resources of the Tennessee River where there are greater power possibilities than along any other river east of the Rocky Mountains. Previous efforts to take advantage of these resources had been thwarted by the shortsighted opposition to the utilization of the Muscle Shoals project by private utility interests. The Authority, it was hoped, would serve as a useful yardstick to measure the value of water power development.

I have supported the Tennessee Valley Authority, and I gladly accord to it all the credit it deserves in the reduction of power rates. It should be borne in mind, however, that Congress has passed other legislation that has materially contributed to the reduction of power rates, including the Public Utility Act and the Securities and Exchange Act.

On the flood control side, the picture is less roseate. The fact is that, instead of protecting the Tennessee Valley from floods, the construction of dams from the mouth of the Tennessee River to its source has converted the entire valley into reservoirs. Before the Authority was created it was estimated that the greatest area that could be overflowed was 420,000 acres. Now 360,000 acres, or six-sevenths of the entire area, is permanently under water in the reservoir bottoms of the Tennessee Valley. Other careful estimates aver that substantially all the lands that were overflowed are now condemned as bottoms for reservoirs.

The Directors of the Valley Au-
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Why Europe Prefers Cartels to

By A. WYN WILLIAMS

THERE IS no escaping the fact that the United States, in general, takes a view of cartels diametrically opposite to that prevailing in Europe.

In this country all the imprecations that were hurled, in World War I, at armament makers as breeders of war have been directed, during this war, at business organizations that enter arrangements roughly described under the generic term "cartels." In Europe, cartels are regarded, as Lord Melchett, organizer of the ICI, the English supergiant business concern, once described them: "one of the greatest factors toward international peace."

Unless some way is found to reconcile these conflicting views, cartels are likely to be a source of discord in the postwar world. Indeed, they may even imperil the hope of international

peacetime prosperity by sowing new seeds of hate in conferences called to reestablish trade and commerce on a basis fair to all nations.

Europe realizes that it cannot challenge American deep-rooted prejudices. On the other hand, cartels have been fixed so long into the European system of international trading that it is not easy to see how they can be eliminated without economic chaos.

Obviously world trade amities will not be advanced if Europe insists on using a technique which Americans suspect from the start; nor will tempers be soothed if Americans insist on regarding as an old style trust a device which Europe insists "meets a public need"—a test by which cartels are judged in Europe and especially in Great Britain.

Since the reasons for this European

point of view have seldom been explained in this country, an explanation of why it is held may serve to reduce the areas of disagreement of which cartels are the center.

To begin with, in European eyes, a cartel is not a "trust." A trust tried to suppress competition. The cartel tries to regulate it. The trust tried to liquidate rivals; the cartel to preserve them by regulating excessive production and establishing stable conditions that will assure reasonable profits and protect the fixed capital of both large and small member businesses.

Freedom of action

IN a cartel, all members participating retain their identity and their full freedom of action, except for the specific purpose for which the cartel is formed. The existence of a cartel is for a strictly limited period, usually from two to five years. Its continuance depends on the fair treatment accorded to all.

Moreover, cartels are not a German originated contraption. In point of fact, the first cartel was fathered in democratic England. Until the start of the present war, Britain, Belgium, France, Netherlands, Norway, Sweden, Switzerland and Germany—only one of which was totalitarian—were showing the greatest trends toward cartelization, a trend still continuing in the free countries.

While these cartels are of various forms, they all broadly conform to the definition given in the British House of Commons by Hugh Dalton, then President of the British Board of Trade. He said:

"They are an arrangement between a number of independent producers or traders for the regulation of prices, production or supply of a commodity."

Mr. Dalton is a socialist and would not naturally be inclined to favor cartels if their purpose was to boost prices and restrict supplies, as Thurman A. Arnold implied in his "Cartels or Free Enterprise" when he said:

"The term cartel is ordinarily used to describe a ring of producers or distributors who have acquired control



Unlike the trusts to which we compare them, cartels, in Europe's view, put competition on a "live and let live" basis

Competition

AMERICA'S suspicions of trade combinations are not shared by other countries which regard this technique as fair, and as a way to encourage and protect all business including small firms

over domestic or foreign markets by agreements to maintain prices or control production and distribution."

The rubber cartel demonstrates what Europe would regard as flaws in that definition.

When raw rubber was selling at four cents a pound in 1934, against production cost of 12 cents, 98.4 per cent of the world's rubber producers agreed to market their product in an orderly manner. If they had had "control" over the world markets, as Mr. Arnold implies, they would have needed no cartel for self-preservation. As for prices, until the outbreak of this war, the price of crude rubber never rose above 22 cents a pound, the deflationary level of 1921.

Europe cannot understand why the rubber cartel should be maligned in America as a robber of consumers. The confusion is increased by the fact that, in spite of this obvious point of view, the U. S. Government, a little later, when cutthroat competition was forcing prices to ruinous levels, attempted to reach an agreement with all producing countries to share the world's export cotton markets. The attempt broke down in the failure to agree on each country's quota but, on April 22, 1942, the United States entered into a wheat cartel agreement with Argentina, Australia, Canada and Great Britain. Washington was a party to later government cartels in sugar, coffee and petroleum. At the same time, it was denouncing private business cartels in tin, rubber, nickel, chemicals, quinine, optical goods, petroleum, aluminum and other commodities as unmitigated evils.



Failure to reconcile present conflicting opinions can well become a source of discord in the postwar period

Another reason for the confusion of Europeans over the contradictory attitude of the U. S. toward private and governmental cartels is that they do not comprehend the influence of the Sherman Antitrust Act on American business.

Cartels are legalized

IN Great Britain the same Anglo-Saxon common law against restraint of trade that inspired the Sherman Antitrust Act against business combinations in the U. S. was superseded to permit restrictive practices by both business and labor. The British Act of 1873 absolved combinations of labor and capital equally from penalties imposed by the common law for combinations in restraint of trade. Such business combinations for mutual interests were further legalized by the Trade Union Act of 1913 which defined a trade union as "any combination, the principal objects of which

are the regulation of the relations between workmen and masters or between workmen and workmen or between *masters and masters*." ("Masters" is English for the American "management." Italics are mine.)

Any desire in England to adopt the American position on world cartels or to declare even domestic business agreements on production and prices illegal would, therefore, run up against the legal situation that the freedom of business to combine rests on exactly the same basis as that of labor.

This view was clearly confirmed June 13, with the first full discussion of cartels in the long history of the British Parliament. Said Sir Herbert Williams referring to another member, a trade union leader: "He belongs to the largest but one organization monopoly in this country, the Amalgamated Engineering Union, which exists quite rightly to maintain a

(Continued on page 102)

Tailor of the Tax Laws

By GERALD MOVIUS

IN a pair of paws the size of catchers' mitts lies the power to "do something" about oppressive federal taxes. The paws, perhaps the most powerful both politically and personally in all the Congress of the United States, are attached to the person of an untired old man commonly known as "Muley" Doughton.

Friends of the Hon. Robert Lee Doughton, representative from the Ninth North Carolina district, insist that the nickname springs from his youthful beginnings as a dealer in equine swooses. There may be some truth in that, but even if there is, he has entrenched himself in its ownership as the chairman of the House Ways and Means committee which means he's the author of record of all tax bills.

Representative Doughton doesn't really write the tax bills. It would be grossly unfair to suggest that he is personally responsible for tax legislation which is slowly driving normal citizens into playing tag with the squirrels, but it is nevertheless a fact that he could do something about it.

All by his six-foot-two-inch, 200-pound self he could do something about it. The power in the hands of the Chairman of the House Ways and Means committee is unique in the Congress.

All revenue legislation originates in the Ways and Means committee, but that is almost the lesser half of its privileges. Democratic members of the committee are elected individually by the Democratic caucus of the whole House, and they serve that Democratic caucus as its committee on committees.

To large degree, accordingly, every member of the Democratic majority in the chamber owes his committee assignments to Uncle Bob Doughton. The Senate committee on revenue legislation is the Finance committee, but Chairman Walter George of



ROBERT LEE DOUGHTON is a realistic legislator whose job, as he puts it, is "to get the most feathers with the fewest squawks from the goose"

Georgia has no such personal power. Moreover, even though the Finance committee can rip a House tax bill to shreds, it gets only second crack at it. The Doughton committee gets two cracks.

He picks tax conferees

WHEN the Senate has finished with a tax bill it goes to conference committee, the House half of which is always and inevitably picked by Mr. Doughton even if he doesn't trouble to serve on it himself. It is conceivable, of course, that a Senate conference committee could out-argue, out-sit and wear down the House conferees, but that does not happen very often.

Usually in presence but always

behind the scene at these conferences is the "great stern face" from the Tarheel state who says that his job is "to get the most feathers with the fewest squawks from the goose." Actually, the taxpaying goose will have to scream louder than he ever has before Mr. Doughton hears him. He doesn't hear too well anyway. This robust vital character shows no other sign of the advancing years.

Nothing but a change in the political complexion of the House Ways and Means committee is likely to change the taxing habits and leadership of that honorable body. Mr. Doughton is almost 82, but that's practically a child in the Doughton family. His mother observed her ninety-sixth birthday by getting her wash out on the line two hours before her neighbors did, and Bob's brother Rufus, eight years older than R. L., was a practicing lawyer and banker in Laurel

Springs, N. C., until his death this August. Their father's death at 75 of pneumonia was a complete departure from the family tradition.

R. L. should be regarded as an object lesson to characters who start talking about retiring at the kittenish ages of 65 or 70.

A change in the political complexion of the Ways and Means committee—possible only in event of Republicans capturing the House in 1946—would bring to the chairmanship the ranking GOP member, breezy, brisk, fat and bald Harold Knutson of Minnesota.

A frustrated soul in his capacity as leader of the committee minority, Mr. Knutson's ideas on taxation are as far from Mr. Doughton's as Minnesota is from North Carolina. Under

"Which way would I live longer?"



TO EMPLOYERS: Your employees will benefit from understanding these facts concerning the effect of overweight on their health and efficiency. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for posting on your bulletin boards.

OVERWEIGHT and long life are not apt to go together.

In fact, the death rate of people who are as much as 20% overweight is appreciably higher than average!

It is astonishing how gradually overweight can creep up on you. Don't let it! Excessive fat places a burden on more than your two feet; in fact, it is frequently a contributory factor to high blood pressure.

It makes your heart, kidneys, lungs, liver, and arteries work harder *all the time*. It tends to increase your chances of developing diseases of these organs—and diabetes, too!

Obesity is usually caused by eating more food than the body can use up. Most of the excess is simply stored up as fatty tissue unless it is burned off in work or play.

In other words, too much food and not enough exercise generally will result in

making you fat. Occasionally, of course, excessive weight is due to a glandular disturbance, which requires expert medical attention for correction or control.

But when you plan to "reduce," start by having your doctor examine you anyway. He'll advise you whether or not you *should* take off weight.

Your doctor will tell you how to develop a safe, sane, and practical reducing program that will help you avoid the harmful effects which sometimes accompany too stringent a diet or too violent exercise.

And never use so-called "reducing drugs" except on his recommendation.

If you are past 30 and somewhat overweight, there is no better time than now to get yourself in fighting trim. After this age it becomes increasingly advisable to keep your weight down—even to stay slightly *underweight*.

Once you're over 30 it becomes more difficult to take off overweight.

Youngsters—particularly girls in their teens—should be especially careful not to undermine their health on risky "health" diets.

If you are interested in watching your weight, send for Metropolitan's free booklet, "Overweight and Underweight."

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**Metropolitan Life
Insurance Company**
(A MUTUAL COMPANY)

Frederick H. Ecker,
CHAIRMAN OF THE BOARD
Leroy A. Lincoln,
PRESIDENT



1 MADISON AVENUE, NEW YORK 10, N. Y.

any administration, even his own, Mr. Knutson would kick the Treasury department if he felt like it. He subscribes to the interesting theory that the elected representatives of the people should write the tax bills with only such clerical assistance as they might request from appointed bureaucrats. Mr. Doughton talks "considerable" about telling the Treasury where to head in, but it's largely talk.

On June 22 last, for the purposes of this very story, he spoke as follows:

"There's no way we can tell what the war is going to cost before it's over, so we can't figure now on a tax reduction in the postwar period. We can't even begin to talk about cutting taxes before the war is over."

The night before in Boston, Roy Blough, assistant to the Secretary of the Treasury, in a public speech, said:

"As long as we are engaged in this bitter and costly war with Japan, no program of tax reduction could be undertaken without risking serious inflation and endangering morale on both the home front and the war front. No one can tell at this time how much tax reduction can be rightfully expected in the postwar period."

This is not to say that Mr. Doughton picked Blough's comments out of the morning paper and repeated them as his own; doubtless he was expressing his own view, which happens to coincide with that of the Treasury, but if it were left to him the taxpaying goose would never know anything about the progress of a revenue bill until it was voted out, voted on, passed and approved by the President.

Dislikes publicity

UNCLE Bob never gives a reporter a bum steer. He gives out with very little of anything if he can possibly avoid it. Reporters annoy him. Further, they are likely to smoke. Mr. Doughton's state of North Carolina is tobacco heaven, but Mr. Doughton does not approve of smoking. There is no ash tray in his private office, but in his reception room is a cuspidor, conspicuously centered, which invites visitors to douse the fog before seeing him. He looks at hands for cigaret stains and, if he passes over a cherished document for examination, he is likely to say: "Now don't get your cigaret-stained fingers all over it."

But, if reporters depended on Mr. Doughton to pass around copies of pending tax bills they'd never get them. It's a shame to tell the story, but everybody on Capitol Hill knows it, and it's apparently been going on for years so—

One day some years back there was a "leak" to the press out of an executive session of Mr. Doughton's committee on the details of a pending tax bill. From then on—and such is the power of a committee chairman—committee "working prints" of the tax bills were numbered and registered with the committee clerk. The committee members were handed copies when they came in, and as they left they were required to return them.

Tax news in the wash room

ANGRY reporters consulted Ranking Member Knutson as to what to do about that. Mr. Knutson, a newspaperman himself in non-political days, hitched up his capacious pants and allowed he'd fix it. In the course of an executive session, Mr. Knutson would quietly slide a copy of the committee print inside his trousers, excuse himself and proceed to the wash room. There, by appointment, he would meet the eager press.

In more sedate and perhaps somewhat more practical probings into the doings of Ways and Means, the press must rely on such ranking members on the Democratic side as Representative Jere Cooper of Tennessee—and so does Mr. Doughton—but only for details.

Not hearing everything that goes on all the time, Mr. Doughton frequently summons his colleague after a committee session, remarking:

"You're younger than I am, and there are some things about this I didn't get."

But reliance on others except for details is not the Doughton way. Essentially, our tax bills are as he wants them. He says his committee is giving constant consideration to the needs of business for tax relief to permit increased production and increased employment, but he adds:

"I never saw anybody yet who wouldn't say the whole world would be better off if he paid less taxes."

He says his committee has done its best to simplify tax forms, but adds, "We'll never have a very simple tax form as long as people can take deductions and things like that."

Once upon a time he led an almost historic fight against a national sales tax, and later on, although reluctantly, conceded that "perhaps we'll have to come to a sales tax."

As of today, he thinks a national sales tax would have to be from 5 to 10 per cent to be worth anything; that business men in sales tax states would resent it because they'd have to keep records on two sales taxes, and that

nothing except a high sales tax would bring in enough revenue to bother about anyway.

In other words, he's against a sales tax; he's against any tax relief within any anticipated period; he can't imagine any individual in his right mind being broke enough to have trouble paying his income tax.

He is about as shrewd a politician as ever hit Capitol Hill, and age has not withered him in that regard. He doesn't kiss babies, he doesn't court publicity.

Practical politician

BUT behold:

He passes on applications for postmasterships in the Ninth North Carolina district, and one day there were nine applicants for one job. He had his own choice, but the other eight had enough political zing to cause him some concern. Up to Washington he invited the Ninth district's most famous male gossip, and to him he confided that "the best man for that job has had some woman trouble, and if he were appointed there'd be hell to pay. It's a shame, but—"

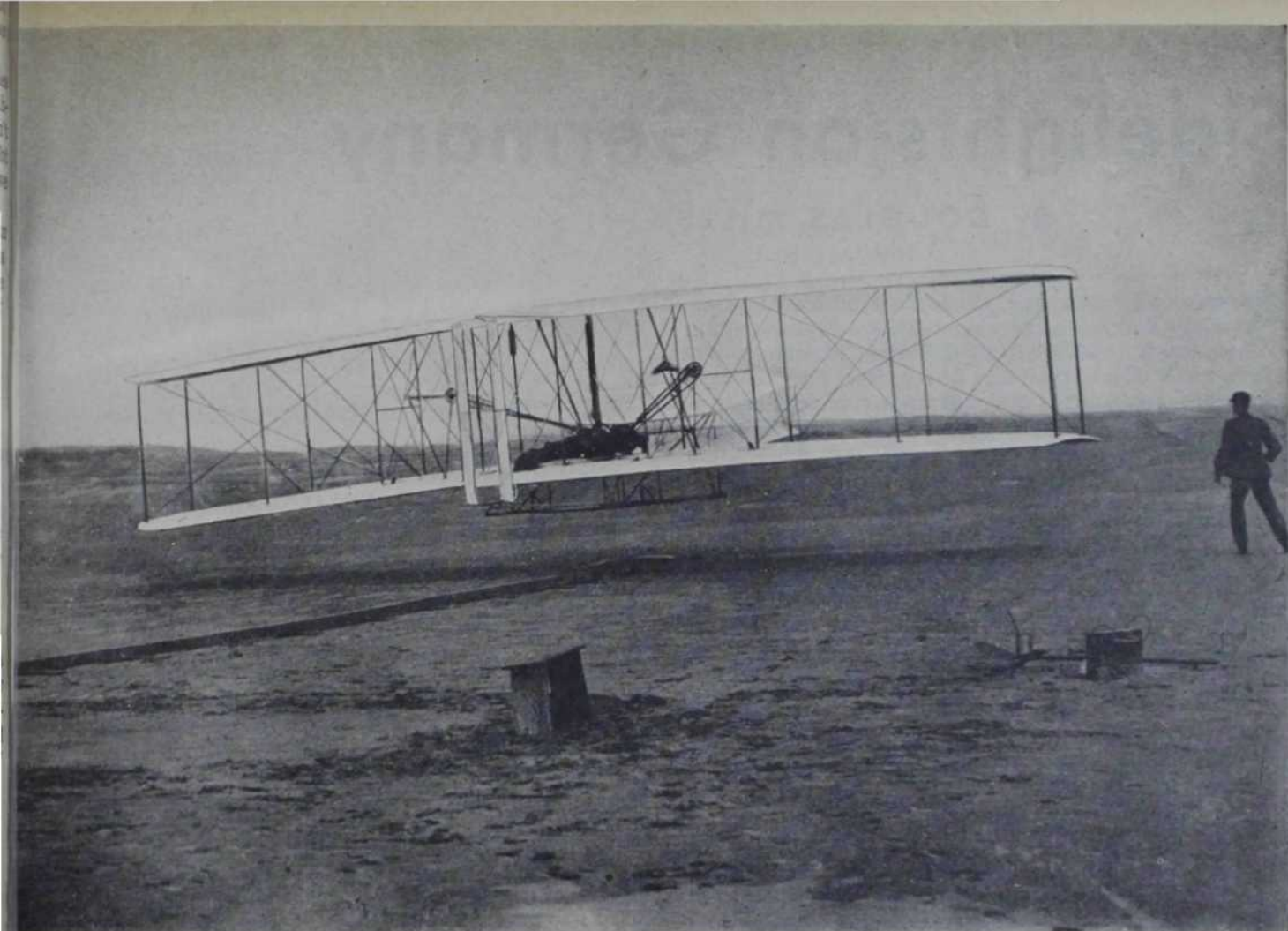
The gossip had been home less than a week before all eight of the men Doughton didn't want withdrew from the race voluntarily, leaving him free to endorse the man he wanted all along without making a single enemy.

That was a piously quiet way of getting out of trouble, but Doughton politics are not always so unrugged. In 1920, in the course of a Republican landslide, he won re-election by a little more than 1,000 votes; his seat was challenged by Republicans.

Nothing happened because the chairman of the House investigating committee was Republican Robert Luce of Massachusetts who held for Uncle Bob. Twenty years later, Luce was defeated by Tom Eliot, a Democrat and a scion of the Five-Foot-Shelf Eliots. Young Eliot wanted membership on the House Judiciary committee. He was a long time getting it. Mr. Doughton, as chairman of the Democratic committee on committees, kept him off it until he satisfied his conscience that he had repaid his debt to Republican Luce by punishing Democrat Eliot whose sin had been defeating a Doughton friend.

Any consideration of Bob Doughton must start with the fact that the Yankees came through North Carolina and stole the blankets from the cradle where he lay. Mr. Doughton is not necessarily anti-Yankee; he's just tough, because that's the way life has been for him.

(Continued on page 73)



The metal that flies best... ***ALCOA ALUMINUM!***

Alcoa Aluminum and the aircraft industry have grown up together.

When the Wright Brothers made their famous flight of 200 ft. across the windswept sands at Kitty-Hawk, N. C., on that fateful December 17, 1903, the crank case and the water jacket of the motor were cast from an Alcoa Aluminum alloy containing 8% copper!

Lindbergh's famous "Spirit of St. Louis," on his history-making Paris flight in 1927, had an aluminum engine cowling with a gleaming "sunburst" finish, which the French marvelled at!

Between 1927-1931, there were 200 all-aluminum Ford Tri-motor passenger planes built for transcontinental flights. There are approximately 90 still in service in Alaska, Central and South America, of which the youngest is almost 15 years old.

In 1888 the total output of aluminum by the Pittsburgh Reduction Company (Alcoa's parent company) averaged 50 lbs. a day. A single B-29 Flying Fortress consumes 50,000 lbs. or 1,000 times more aluminum than the total daily production 57 years ago. Both the aviation industry and Alcoa were truly small businesses less than half a century ago.

Today more than 75% of every American fighter and bomber flying the high glory road to victory is made of light, strong aluminum—"The metal that flies best."

Recognizing that America prospers only as small business prospers—providing additional jobs and security for millions of workers—Alcoa stands ready to assist any manufacturer, large or small, in the solution of problems involving the use of any aluminum product.

ALUMINUM COMPANY OF AMERICA
2125 Gulf Building, Pittsburgh 19, Pa.

ALCOA FIRST IN ALUMINUM


Reg. U. S. Pat. Off.

Sidelights on Germany

By DOUGLAS MILLER

AS was to be expected, occupation policies in Germany differ considerably between Great Britain, France, Russia and the United States. Russian policy differs more widely than any of the rest. The Russians themselves are hungry. Much of their country has been devastated. They desperately need things which they can find in Germany, such as locomotives and rolling



stock (even street cars), vehicles of all kinds, livestock, machinery, tools, clothing, shoes and household equipment.

The Russians also have consistent and well-worked-out methods suitable for immediate application in occupied territories. The military authorities assume more responsibility for the whole economic and political life than our officers are accustomed to undertake. The Russians have some work for everyone, even women. Apparently it is not excessively hard work but everybody must help to clear up the streets, repair bomb damages, work in the fields or factories, or on the roads.

The Russians have a low standard of minimum existence but such as it is, they can and do put it into effect quickly. While near Brunswick, the German Volkswagen Factory has resumed operations on a limited basis and makes ten small automobiles a day for the British, the Russians report large-scale production in Berlin of simple, hand-drawn carts so that Germans who have no horses can haul things from place to place.

★ ★ ★

THE Russians have a widespread distribution of food cards which, of course, cover all the persons whom they employ. This takes the place of the employment of German civilians by the Nazi Government. By the time



the war was over, most German families were regularly receiving payments from the Government. When the war ended the Nazi Government blew up and these pay-

RUSSIA DEALS with the Germans one way—we, another. Here is a glimpse of what goes on in the occupied zones

ments stopped. The Russians have now substituted general food card distribution and a system of working for the occupying authorities.

★ ★ ★

THE Russians are trying to counteract Goebbels' stories of Russian barbarism by measures which are fairly simple but likely to have a powerful effect on the German public. They have distributed small rations of real coffee, perhaps the most highly prized luxury of the average German family. They have established homes for babies and nursing mothers, introduced care for the wounded and the starving. They are particularly eager to make a good impression on the poorly paid working people of Germany.

The Russian authorities lay great stress on art and culture for propaganda purposes. They have reopened



opera houses, theaters and concert halls. They have brought first class musicians from Russia and more especially have employed all the able artists they can find in Germany to make public performances.

To Americans this may not seem important but classical music means a lot to the population of Berlin, Vienna or Dresden. This also is a spectacular method of demonstrating the high cultural standards prevailing in the Soviet Union.

The Russian-controlled radio in Berlin is even advertising for German musicians to come forward to assist in this program, inviting several of them by name—for example Fritz Busch, Erich Kleiber, Otto Klemperer and Bruno Walter—to participate in the reconstruction of the State Opera.

★ ★ ★

THE city government of Berlin has announced that the payment of interest on mortgages is suspended from August, 1945, to June, 1946, for all buildings in Berlin which have to be repaired. A special assessment

Here's where your soldier goes when he comes home from Europe



THERE ARE 22 personnel reception stations in the United States. A returning soldier is sent to the one nearest his home. If he is to

be released from service, this is where he gets his discharge. If he is to stay in service, this is where he starts his furlough home.

Here's how your soldier goes across America

The little black trains on the map show the trips taken by a typical soldier returning from Europe.

First, there is the short trip ① from the port at which he landed to a nearby disposition center. Here, he is grouped with other men from the same part of the country and sent ② to the reception station nearest his home.

If he is *discharged*, he takes trip ③ home. If he must remain in service, he starts his *furlough* with trip ④ then, when

it is over, takes trip ⑤ back to the reception station where he is reassigned.

Men redeployed go first to an assembly station ⑥ for supplemental training, then ⑦ to their new assignment. Every returning soldier makes at least three trips by train. Men redeployed make at least six trips, maybe more.

That's why the military load on trains before V-J Day was the heaviest in history. Now with over 10,000 men a day landing from Europe, and thousands of

veterans returning from the Pacific, the railroads' job will be greater than ever.

And, since most troops making long trips under orders travel in Pullman comfort, you can't count on getting the Pullman space you want exactly when you want it.

But you can count on this: when you do go Pullman, you go the world's safest, most comfortable way of getting there fast.

That will be just as true tomorrow as it is today!

PULLMAN

For more than 80 years, the greatest name in passenger transportation

has been made on owners of property in Berlin to meet the cost of repairs of damaged buildings.

Chambers of commerce are functioning again in Western Germany, while in Berlin the Chamber of Commerce has been replaced by a Department of Trade and Commerce, divided into the following sections: textiles, shoes and leather, health services, iron and metal goods, household goods and gas, central heating, sanitary installations, machinery, cars, electric appliances, handicraft and toys, book trade, catering establishments and lodging houses.

Paulus, spokesman for this new organization, announces that some 16,000 food shops have been reopened in Berlin. Others who have opened shops include: 2,850 bakers, 1,828 butchers, 2,958 shoemakers, 8,214 tailors, 2,002 carpenters, 1,518 painters, 582 watchmakers. Most of these establishments have more work than they can handle.

A few larger enterprises are again operating in the Russian zone, for example, a large toothpaste manufacturer in Dresden. The Russians announced that large-scale land ownership will be abolished before autumn and that small plots will be given to farmers who work them. Heavy industry in the zone will be liquidated while medium and small industries, producing consumer goods will be assisted. All Nazi property is confiscated.

Although in the Western zones political meetings are prohibited and no political parties may be organized,



Russian occupying authorities are stimulating the organization of left wing and moderate political movements. A demonstration was recently held in Berlin for the Union of Democratic Renewal of Germany.

★ ★ ★

AMERICAN occupation authorities rely less on the fine arts and more on revival of personal liberty, the supply of accurate information and the restoration of fundamental economic well-being. In the American zone, 4,000,000 copies of American produced newspapers are being distributed. This will soon be raised to 5,000,000, according to Assistant Secretary of War Patterson. This means one paper to every family in our zone.

The American radio is a better balanced source of world news than the Russian. It has more widespread news coverage provided by OWI.

In the Western zones of occupation newspapers are regularly published in the German language. The first papers to appear were put out by SHAEF. As the occupying troops moved into their zones, additional newspapers were published by the psychological warfare units of both armies. In Aachen the newspaper first published by the American authorities has now been turned over to German employees. This same procedure will be followed in other cities.

In a large number of medium-sized cities, German printing plants have expressed their desire to publish



newspapers. The military government authorities have not granted such requests but have set up bulletin boards where Germans may post bulletins and want ads.

★ ★ ★

SOME of the papers now published carry many want ads. Several facts emerge from a study of these ads. There is a healthy resurgence of small business. Thousands of small repair shops have been set up by enterprising artisans. They advertise in our papers that they are ready to undertake repairs of agricultural implements, all sorts of machinery, and household equipment, such as radios, phonographs, bicycles; that they can do welding or vulcanizing and construct small machines.

The want ads also reveal the widespread extent of plundering and theft. Many owners advertise for the return of stolen property, for example: cows, horses and other livestock which have been removed from fields and barns. Other Germans report the theft of tools and machinery. Many Germans desire to barter one item for another.

There is an almost complete absence of ads from persons seeking employment but a great many prospective employers offer jobs to men, women, boys and girls. These jobs are on farms, for domestic service in homes, in the new repair shops and for the municipal authorities themselves.

It is clearly revealed by the want ads that normal family life is still going on. Germans are buying and selling pets. They seek music teachers for their children. They offer to rent unbombed furnished rooms but usu-



ally say nothing about supplying meals. Cleaners and dyers are soliciting new customers.

★ ★ ★

IN the American and British zones some 3,000 important bridges have been destroyed. This hampers communications. United States army engineers are busy repairing highways, restoring public utilities to normal functioning, rebuilding gas mains under the Rhine, and assisting essential factories to get back into production, as in Schweinfurt where the great ball-bearing works are now employing 500 workmen on repairs and expect soon to be in production.

In the American zone there is no general requirement
(Continued on page 89)



big business... small business



WHEREVER YOU GO YOU SEE BURROUGHS MACHINES

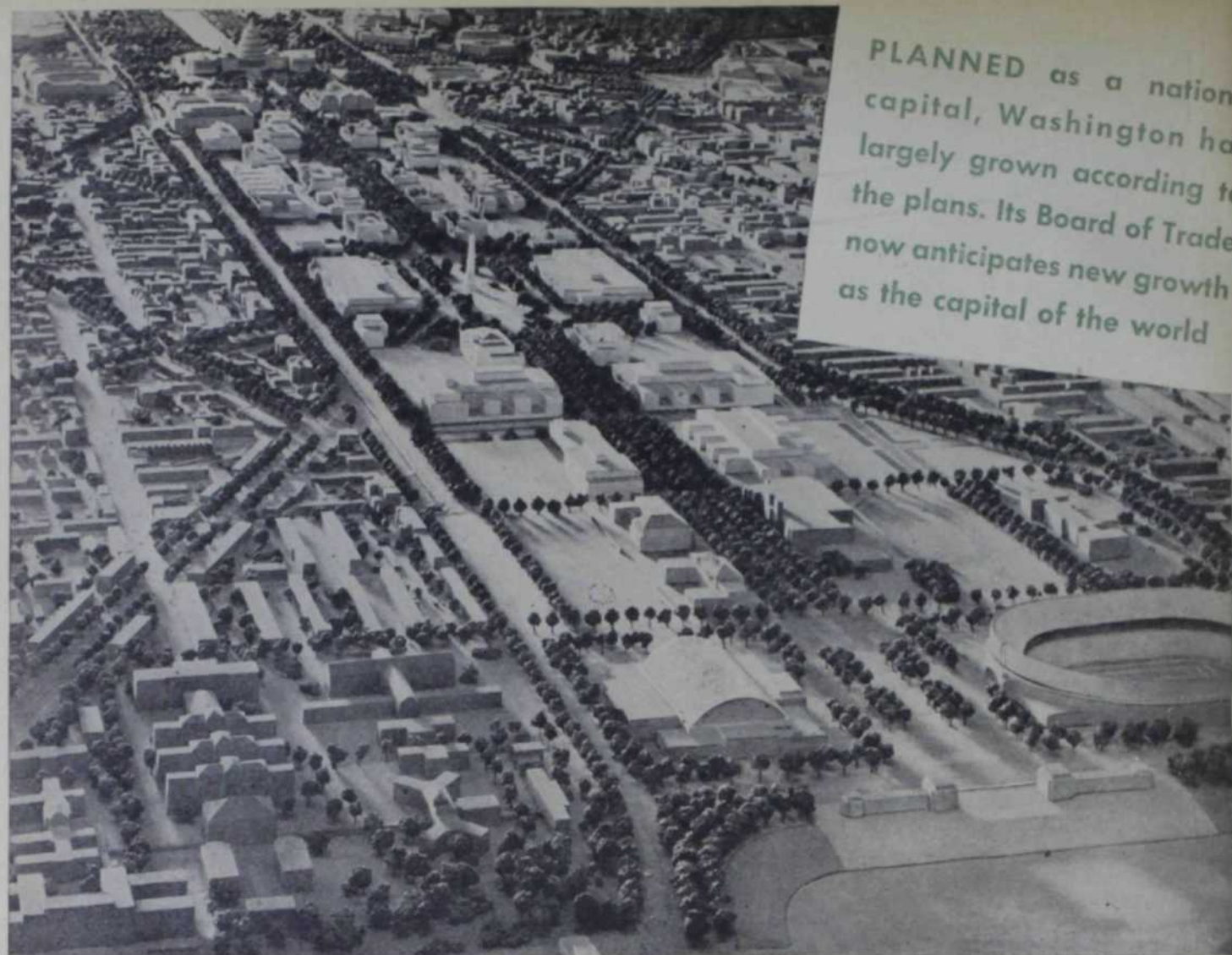
Businessmen want a quality product, built with precision to operate with precision, and designed for long, dependable service. They know the importance of being able to select freely from a complete line of machines. They want to be sure of having dependable, efficient maintenance service. They place importance on the technical help that can be given them in planning installations and applications.

Businessmen might buy Burroughs for any one of these reasons. Actually, they buy Burroughs for *all* of these reasons. For Burroughs leads on all counts—finer products . . . the most complete line of machines . . . the leading service organization . . . experienced counsel. No wonder that in big business and small . . . wherever you go . . . you see Burroughs machines.

BURROUGHS ADDING MACHINE CO., DETROIT 32, MICHIGAN

^{1st} Burroughs

IN MACHINES
IN COUNSEL
IN SERVICE



Postwar plans of the Park and Planning Commission include a stadium, auditorium, and a parkway east of the Capitol rivaling the Mall to the west

Washington—World Capital

By JOHN JAY DALY

WASHINGTON has come a long way since the days when Congressmen drove across the "long bridge" to Alexandria to find a more gracious social life, and the Union veterans of the War Between the States marched up Pennsylvania Avenue in the mud.

Nationally the capital has been growing in importance in recent years. Even New York, long the country's financial center, has been dropping to second place as the Reconstruction Finance Corporation, the Import-Export Bank, the Federal Reserve System and SEC have shifted control of money matters to Washington.

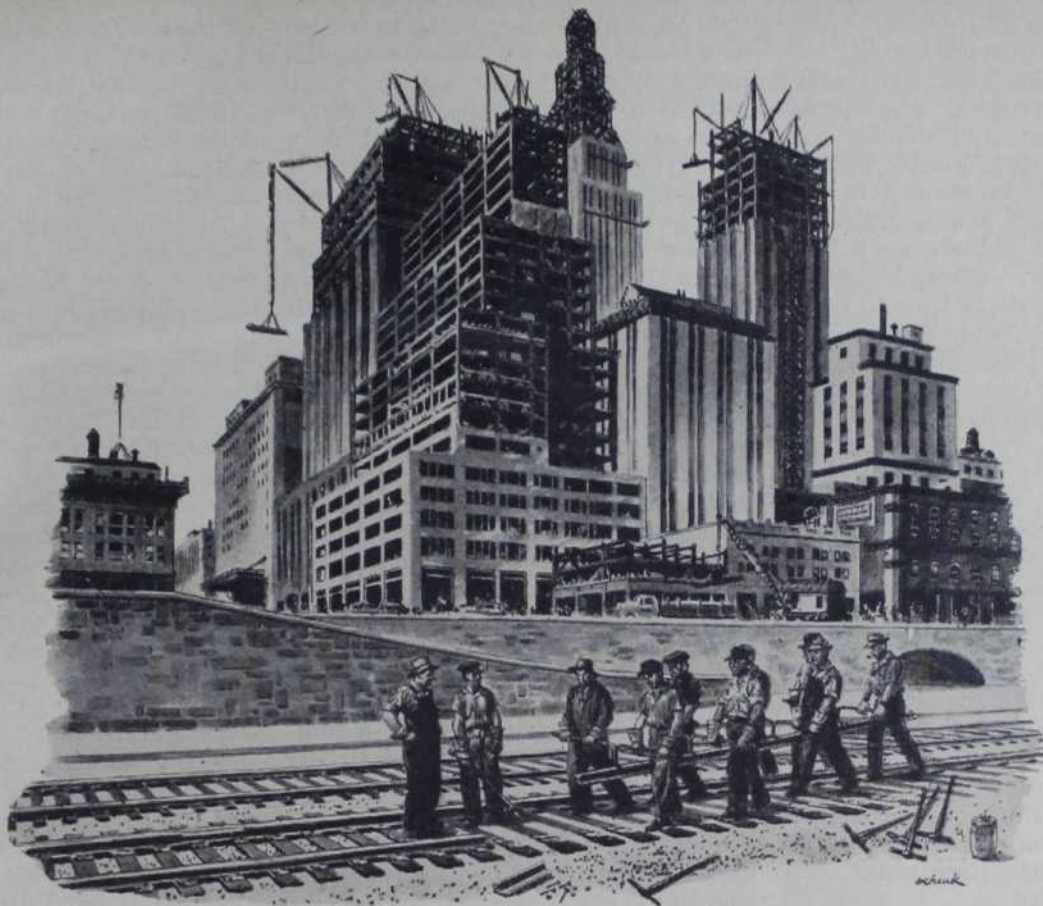
But today Washington also occu-

pies the spotlight in international affairs. With the exception of the Axis powers, few nations remain unrepresented in the mass that helps make life uncomfortable in a city whose accommodations are stretched to the breaking point. Washington still bulges with war workers. The city is a modern Tower of Babel. Every language is spoken on its streets, in cafés, hotel lobbies and night clubs.

Yet, in spite of this cosmopolitan atmosphere, Washington is still merely an enlargement of the same old village envisioned years ago by the man after whom it was named, the first President of the United States.

It still retains some of its homely ways, and homey people—a city of residences. Long queues stand in front of restaurants at mealtime; packed houses greet the movies; taxicabs are loaded to the running boards; park benches substitute for hotel rooms; temporary buildings house war agencies. Men get home late to dinner just as they do in other cities and towns that have taken on cumbersomely large war jobs.

Unlike many of these other towns, however, Washington, for all its present unwieldy size, was designed to be exactly what it is. It was designed to be a nation's capital. Since



SOUTHERN STEEL . . . Symbol of Tomorrow's South

In Southern steel, produced in Southern mills from Southern iron ore, coal and limestone, you have the perfect symbol of the postwar South... *strength and endurance.*

For there's a strong and enduring prosperity in the making throughout the length and breadth of the territory served by the 8,000-mile Southern Railway System.

It's a product of the growing skill and ingenuity of Southern workers . . . the courage and foresight of Southern leaders . . . the will to progress cherished by all Southerners.

It can be seen in the better products coming in ever-increasing volume and variety from Southern mills and factories . . . the huge crops grow-

ing in Southern fields . . . the vast forests and productive mines of the South . . . the mild climate and fertile soil . . . its wealth of untapped natural resources . . . and the availability of efficient, dependable railroad transportation.

It's reflected by upward-moving population figures . . . by new industries . . . by national awareness that the Southland is indeed a "land of opportunity."

These things, together, mean for the South a "tomorrow" of prosperity and progress that will be as strong and enduring as Southern steel.

Look Ahead . . . Look South!

Ernest E. Harris

President



SOUTHERN RAILWAY SYSTEM

The Southern Serves the South

it is the only great city in the world that was actually built to serve such a purpose, it is perhaps fitting that Washington should become what it promises to be:

The new world capital!

Under the direction of George Washington, the capital city was designed by the talented French military engineer, Maj. Pierre Charles L'Enfant, on land selected by the first President and placed under the exclusive control of Congress which, in 1790, passed a residence bill which provided for a Federal City to be located on the Potomac River somewhere between "the mouth of the Eastern Branch (of the Anacostia River) and that Indian place."

"That Indian place" was Conococheague.

Although both Maryland and Virginia originally ceded land for the purpose, the city was designed entirely on the Maryland side of the Potomac. The Virginia portion of the "Federal District of Columbia" as it was then called was retroceded in 1846 and is now Arlington County. Instead of the 100 square miles in the original tract, the city now occupies only 65 square miles.

L'Enfant, who fought in our American Revolution, began his work in the third quarter of the Eighteenth Century.

Near nation's center then

ACCORDING to the L'Enfant plan, the Capitol was to be the center of the city with 20 wide avenues sweeping away from it, leading eventually to the open country. L'Enfant envisioned, too, a garden city, rather than a cold collection of government buildings. To this end 60,000 young trees were planted. Some of the sturdiest still flourish and so many others have been added that a Frenchman, recently taken to a window in the Capitol where he got a good view of the city, exclaimed:

"Magnificent! A city in a forest!"

That part of L'Enfant's vision has been well fulfilled, especially by the 600 acres of Rock Creek Park in the heart of the city where shrubs, trees and foliage have been left just as nature placed them in the original Maryland hills and valleys.

Other parts of the plan have not been so well carried out although Elbert Peets of the Federal Public Housing Authority believes "this was not through neglect so much as misinterpretation."

Another view is that L'Enfant's vision was regarded as too grandiose. In any event the plan has frequently

gone into mothballs as when, in the Jackson Administration, the central thoroughfare, Pennsylvania Avenue, was thrown out of line by the erection of the Treasury building, which now blocks the view from the Capitol to the White House. Also the city refused to grow equally in all directions as L'Enfant had planned. As a result, it is today lopsided with most of its grandeur slanted toward the west where stand the Washington Monument, Lincoln Memorial, the White House and the imposing group of buildings on the Mall housing most of the government departments.

Grandiose plans are formed

TODAY, as circumstances promise to make Washington the Queen City of the World, the city planners are getting back to the L'Enfant conception of what a national—and world—capital should be.

The plans for a greater Washington were scheduled to go into operation with the end of the war. One of the first steps will be preparation for the celebration of the city's sesquicentennial in 1950. Congress, the legislative body for Washington, has already approved.

Though the United Nations' building is still lacking on the construction list being considered by the city planners, almost everyone concerned takes it for granted that Washington will be the seat of the international parleys devoted to peacetime activities.

Even without such a building Washington may still lay claim to being the most beautiful city in the world. Projects now contemplated include such civic facilities as a National Memorial Stadium to seat 200,000 people—where the Olympic Games will be staged and where the Army-Navy game will be played; an auditorium with 50,000 seating capacity for symphony concerts, basketball games, the Inaugural Ball; several modern hospitals, one with 1,500-bed capacity; a subway system to drain off downtown traffic and shoot commuters into the suburban areas—a \$56,000,000 item. Also, elevated highways, underpasses and new bridges across the Potomac.

Under the plans submitted to the House Appropriations Committee much of the building and beautification will go to the comparatively neglected eastern part of the city along East Capitol Street from the new Library of Congress Annex to the Anacostia River.

Down this long lane that stretches from the east front of the Capitol to

the Maryland hills will be placed the National Memorial Stadium, the Auditorium, and a parkway surrounded by the State Houses of the original 13 colonies grown into statehood. To this purpose, Lincoln Park, one of the older beauty spots of Washington, will be renamed and called Independence Square. The statue of Abraham Lincoln, one of the masterpieces of sculpture in the city, will remain.

Some old landmarks will fall before these improvements as they have fallen before Washington improvements of the past but, in spite of that, the city manages to retain some of the crinoline charm it had in November, 1800, when President John Adams moved into the uncompleted White House. Congress arrived a few days later to be greeted by the employees of the State, Treasury, War, Navy and Post Office Departments.

It was not an overly large gathering as the total federal pay roll for the year carried only 126 names and the total salaries for the year reached a mere \$125,881. Today the weekly government pay roll for Washington workers runs more than \$15,000,000.

When the Government started in Washington, the State Department was run by eight clerks. Today there are 3,601 employees. The Treasury Department had 75; now has 22,725. The War Department got along with 17 in contrast to the present 51,202. The Navy Department had only 16, now 46,661, and the ten employed by the Post Office then have grown to 6,812 today.

Wars bring people

THE city itself has grown in proportion to the Government with wars giving it the greatest impetus. The War Between the States took it from the 70,000 class to 250,000. By 1900 it had grown to 278,718. In the first World War Washington emerged as a truly modern city with a population approaching 500,000.

With this war, the figures swelled again until, on July 1, 1944, they stood at 1,228,456 for the metropolitan area and at 926,260 for the District of Columbia itself.

Now many of these people may move out. Even before victory some were going home. City planners count on a shrinkage of population the first two years after the war and then an upward surge again.

With 250,000 home owners and a population increasing at the steady rate-growth of 10,000 a year, as an average, the bedrock of the nation's capital is sound.

From 1920 to 1930 the population



One of the great dramatic moments in railroading occurred when the Cotton Belt changed the gauge of its 419 miles of track in a single week end. The scene pictured above is our artist's conception of the closing hours of this successful old-time race against time.

CHANGING THE MEASURE OF RAILROADING

It was September in 1886. All along the Cotton Belt, from Bird's Point, Mo., to Texarkana, old spikes came out. Rails were shifted. New spikes sank home under swinging hammers. The entire railroad was changed from narrow to standard gauge over one week end. The Cotton Belt had stepped along with the times.

This railroad is still stepping along. It is one of 83 railroads and major industries where General Motors Diesel locomotives are changing the measure of railroading.

Watch what happens when complete lines and systems are GM Dieselized. Far faster freight hauls. Quicker, more comfortable, and more reliable travel for passengers.

And reduced maintenance by sturdiness that goes a million miles or more without major overhaul!

Yes, the measure of railroading is changing — for the better. And GM Diesel locomotives are helping to bring about this new benefit for the railroads, for the country, and for you.

BUY MORE BONDS



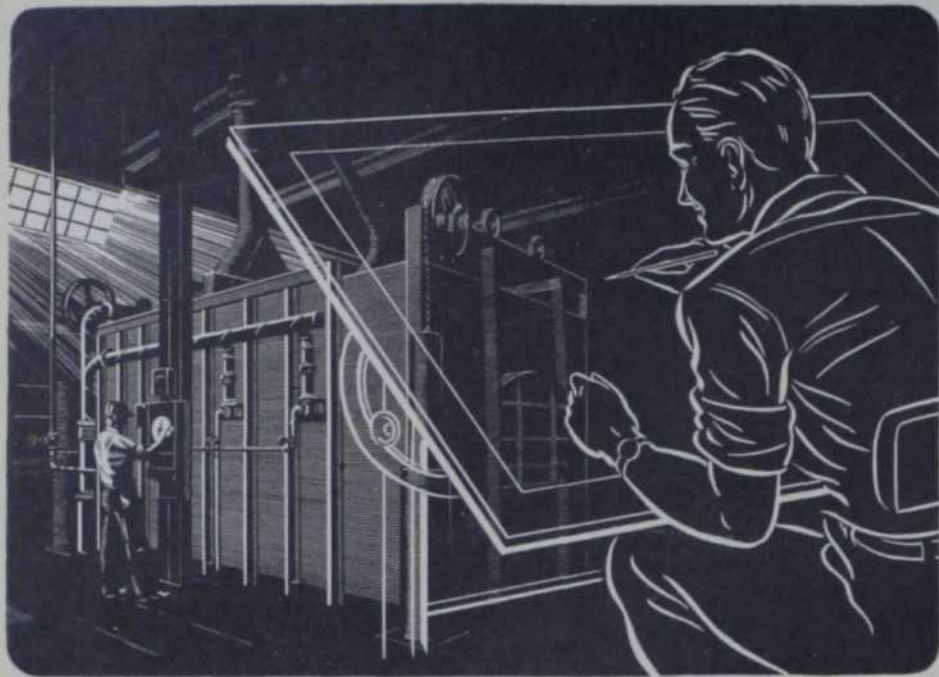
LOCOMOTIVES **ELECTRO-MOTIVE DIVISION**, La Grange, Ill.

SINGLE ENGINES Up to 200 H.P. }
MULTIPLE UNITS Up to 800 H.P. } **DETROIT DIESEL ENGINE DIVISION**, Detroit 23, Mich.

ENGINES 150 to 2000 H.P. **CLEVELAND DIESEL ENGINE DIVISION**, Cleveland 11, Ohio

A DRAWING BOARD IN A

Foundry?



No! ... but Acme Aluminum Castings Service does include engineering design

WE don't put our drawing boards right out on the foundry floor. But Acme does offer a design service which has proved helpful to many users of Acme Permanent Mold Aluminum Castings. Acme engineers, through their long experience in making tools and patterns, and in working with aluminum and its alloys, can frequently suggest constructive changes in design. Such a change may, for instance, lead to the use of less metal with no sacrifice in casting strength, and a saving to the customer.

Whether or not you call upon the advisory service of Acme engineers, you will gain the benefit of modern production facilities and quality control in the production of your castings. Acme facilities include pattern and tool shop, as well as one of today's most modernly equipped foundries. Close temperature control and rigid inspection methods guard the quality of every Acme casting.

Submit your castings problems to the Acme organization. You'll find that Acme experience and Acme facilities will help you enjoy higher production rates and lower production costs.

of Washington increased more than 25 per cent—and this is cited as nearer the true rate of growth. The war influx is and was abnormal, so the last half decade is discounted.

Figured on a mathematical scale of progression, experts claim that by 1980 the population of Washington should be close to 2,000,000 people; if the population of the entire United States reaches a figure somewhere between 150,000,000 and 200,000,000.

In anticipation of this growth and of the crowds expected to flock to Washington when it has attained its place as the capital of the world, financiers and business men are making postwar plans of their own. The Washington Board of Trade is preparing surveys and studies to be distributed to interested business men the nation over. These surveys—not all of them yet completed—are being prepared in cooperation with the Committee for Economic Development.

There is scarcely a phase of the city's complexity not being examined: What it costs to live in Washington, what are the prospects for a livelihood, for doing business of all sorts, for employment—government or civilian—real estate values, rents, transportation problems, anything an interested person wants to know.

Wide interest in Washington

AS all the nation is interested in Washington, according to Edwin N. Lewis, executive secretary of the Board of Trade, who bases this statement on the tremendous number of inquiries he receives from all parts of the country, it is only right that some agency should let the people know what goes on in the nation's capital—and what is planned.

Consequently, this series of surveys is on the way—all pointed to prove that Washington is worthy of being the capital of the world.

One of the surveys just completed, but not yet published, was made under the direction of Ray Olson, an official of the Chesapeake and Potomac Telephone Company. Primarily for business men, it shows the possibility of business ventures in Washington after the war.

This insight into Washington is an unusual one. Ordinarily, the nation's capital is looked upon as a town with no industry or manufacturing interests. That is true in large extent; but there are, according to this survey, 15,200 thriving money-making firms in the metropolitan area—and room for more. Of those in existence, three per cent are given over to manufac-

ACME

Aluminum Alloys, Inc.

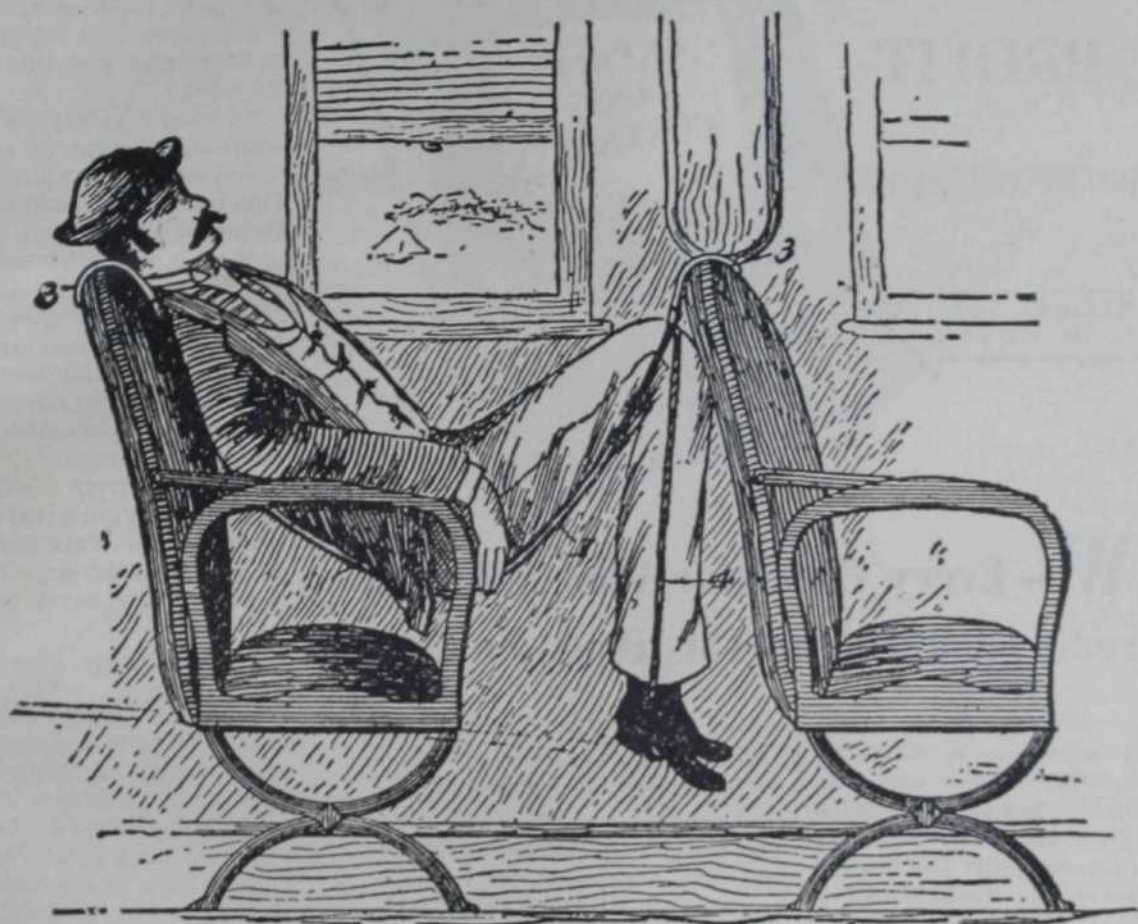
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Chicago: Metal Parts and Equipment Co., 2400 W. Madison St.

St. Louis: Metal Parts and Equipment Co., 3615 Olive St.

PATTERNS • TOOLS • ALUMINUM, BRASS, BRONZE CASTINGS • ENGINEERING



Hammock,
U. S. Patent No. 400,131,
granted 1889.
Patent description supplied
upon request.

No reservation required

Some guy, fifty-odd years ago, had trouble getting a lower berth. (Sound familiar to you?) Here's the substitute he used instead . . . a hammock, stretched from neck to knees, in which to snooze away!

Darn clever, as contraptions go. But you'd hardly care to try it. Like most of us, you'd just as soon leave brainstorm to inventors and do things the *simple way*.

When you prepare a payroll, that same policy holds good. Pick the way that's free from gadgets, simple,

direct, *sure*. In short, the Comptometer Check-and-Payroll Plan . . . perfected out of wide experience to relieve your department from the weight of ever-mounting paper work.

A payroll check or a cash envelope is all that the system requires. Thanks to speed-up methods all down the line, you can finish the payroll and get wages to employees in double-quick time. There's no copying whatever, meaning it's safer from error. It requires

fewer man-hours. Calls for no elaborate machines.

Let your nearest Comptometer Co. representative talk over this low-cost, quicker plan with you. The Comptometer, made only by Felt & Tarrant Manufacturing Co., Chicago, is sold exclusively by the Comptometer Company, 1712 N. Paulina Street, Chicago 22, Illinois.

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Adding-Calculating Machines and Methods

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NEW—Every Executive Who Ships on Credit Should Read This Book Now

IT'S just off the press . . . so write today for a free copy of "CREDIT LOSS CONTROL—a must for Profit." Here is a new book written for TODAY . . . which may mean the difference between profit and loss for your business in the months and years of uncertainty and change.

Although it takes only 10 minutes to read, this book shows how failures multiplied after World War I . . . how the shift from a war-supported economy to peacetime competition brought business upsets . . . how American Credit Insurance prevented disaster for many companies during that hectic postwar period.

It shows how Credit Insurance will provide Credit Loss Control for your business at surprisingly low cost . . . in these times when taxes may make it impossible for you to build and keep ample reserves to cover abnormal credit losses which may come later.

It presents actual cases to show some of the many things that can

happen . . . to wipe out a customer's ability to pay . . . during the 30-60-90 days after goods are shipped.

It shows you why manufacturers and wholesalers in over 150 lines of business now carry American Credit Insurance . . . which GUARANTEES PAYMENT of your accounts receivable for goods shipped . . . pays you when your customers can't.

And it shows you how American Credit Insurance also improves your own credit . . . facilitates credit selling . . . acts in other ways as a constructive force for your profit and progress.

If ever there was a time when you needed this information, IT IS NOW! Write today for a copy of "CREDIT LOSS CONTROL" to: American Credit Indemnity Company of New York, Dept. 41, First National Bank Building, Baltimore 2, Md.

J. G. McFadden
PRESIDENT

American Credit Insurance

**Pays You When
Your Customers Can't**



OFFICES IN PRINCIPAL CITIES OF UNITED STATES AND CANADA

turing, and some of the products are nationally known.

Manufacturing in Washington is limited by a strict city ordinance known as "the smoke law." The nation's capital is one of the few cities that penalizes persons whose chimneys emit black smoke.

Telephone and telegraph wires are underground and there are no skyscrapers.

To keep that skyline clear, the law limits the height of office buildings to the width of the street plus 20 feet. This law was enacted in 1910 and the highest building that can be erected in Washington must not go above the maximum 130 feet. In the original L'Enfant plan, followed in this respect, public ownership was retained in the 90 to 160 feet between the building lines of streets. The point here was to give unrestricted view of the capitol dome.

But, aside from the Government itself, Washington's real industry is the tourist trade. This business will undoubtedly be developed after the war to proportions never before attained.

Throngs of visitors

WHEN the cherry blossoms were the big attraction, at Easter, in peacetime, it was not uncommon for the capital to entertain 350,000 visitors over the week end. Even today the National Zoological Park, one of the largest Zoos in the world, sometimes entertains nearly 200,000 visitors.

Art galleries are crowded, too, as are the National Museum, the Smithsonian Institution, the Library of Congress and the Supreme Court Building.

For postwar visitors new theaters are planned, and an opera house, together with a \$20,000,000 hotel on the northwestern fringe of the city—11 miles from the White House. The land has been bought, enough to have an 18-hole golf course, kennels, swimming pools and bridle paths. There will be 1,000 rooms and a ballroom big enough to accommodate 1,000 dancing couples.

As these plans mature, Washington is expected to fulfill even more fully the description which U. S. Grant, 3rd, chairman of the National Capital Park and Planning Commission has given it:

"The vivid expression of American civilization in architecture, in educational and inspirational things—the only city which was planned before construction began and which has continued to have a plan, although from time to time the plan has been lost sight of."

Fluorescent at its Finest!



Window Displays snap-up with abundant Sylvania Fluorescent light to offset street reflections, to show goods in true color.



Stores can be flooded with sales-building light all day long, thanks to low operating cost of Sylvania Fluorescent Lamps.

Showcase Lighting with cool, color-true Sylvania Fluorescent Lamps brings out natural quality of merchandise. Lamps -6" to 96"-now available.



Offices need steady, continuously high level of light—get it from Sylvania Fluorescent Lamps! Result: less eyestrain, fewer errors!

Tips on using Fluorescent

Fluorescent lighting is at its best when you use lamps of the right color.

In most stores, offices, factories, **WHITE** is right—gives most light—is closest to regular incandescent light in color.

SOFT WHITE flatters flesh tones. It's best used where warm-colored merchandise or food is displayed.

Use **DAYLIGHT** to create a "cooler" atmosphere, to simulate real daylight, to point up blues and greens.

Order Sylvania Fluorescent Lamps from your dealer now! Sylvania Electric Products Inc., N.Y.C.

Need Light Bulbs?

Sylvania Bulbs also give "BEST LIGHT IN SIGHT!"



Factories want lots of long-lasting light. Sylvania Fluorescent Lamps have life ratings up to 6000 hours, cut maintenance costs.



New Position Indicators! This exclusive Sylvania feature tells at a glance when a lamp being inserted is in proper burning position, speeds up maintenance.



SYLVANIA ELECTRIC

Makers of the World-Famous Sylvania Radio Tubes

War Goods + Ideas = Opportunity

By JOAN DAVID

INGENUITY which converts war goods into products with civilian uses will mean not only profits for business men but a real contribution to our national economy



Outdoor grill made entirely of bomber parts, except for the wheels

THIS is a story of some of the things that have been done with military surplus. It starts with gas masks. If there was anything that looked like a total loss when the Office of Civilian Defense closed shop, it was that surplus of obsolete stockinette gas masks. About 20 years in a warehouse was the most that could be hoped for them. With a little luck they would either have decayed or been lost by that time.

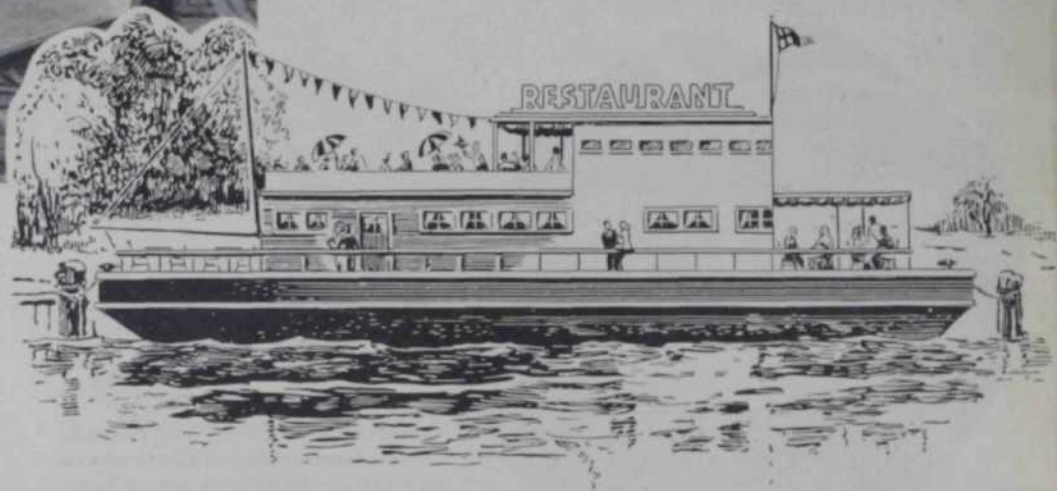
A hardware dealer checking over the items displayed at the Surplus Property Office's regional headquarters in Boston noted the rubber hose portion of the mask and decided it might make a good substitute for much-demanded but non-existent bicycle handle grips. He bought two masks and took them home. The size proved right and he cut the hose into lengths. His wife dyed the samples different colors.

Next purchase was 2,000 gas masks—all that the Boston office had in stock. Each of them was vacuum packed in a metal case. Once the masks were unpacked, the hardware dealer realized that he had on hand 2,000 metal wastebaskets. He painted them, applied a decal on each. This part of the venture was all profit, but he still wasn't through. The lenses and elastic headbands made fine goggles for cyclists, skiers and the local small fry. The canister was decorated and sold as a gadget box for milady's bureau top. What was left after all that became a toy mask

which went over big in the Halloween season.

Profits will not be made out of this war's surplus merely for the asking. Speculators will find no bargains waiting to be snapped up. Congress took care of that. Profits made on surplus war goods will really be profits on American ingenuity. The man who can think up a new use for something, or can convert a useless product into something for which there is a demand, is the man who will make the best showing.

Sometimes all it takes is a good guess. Filene's department store in



The artist who conceived this use for a surplus barge might have included other nautical items—davits, anchors, life buoys



A VITAL PART OF YOUR TELEVISION SET WILL BE A VACUUM ... LITERALLY NOTHING!

THAT'S RIGHT... NOTHING. A blank, an absence of anything... or, technically, a high vacuum... is all-important to television.

For a high vacuum in a television tube is necessary for control of the electrons that make television a reality.

The first step toward a high vacuum is pumping the air out of the tube. But pumping won't remove enough of it.

Here's where a "getter" of barium, one of the less common metals, comes in—and more air goes out of circulation. Inserted inside the television tube, the barium "getter" is flashed from the outside by electricity. Instantly it vaporizes and entraps the remaining air.*

Barium "getters" were developed by KEMET LABORATORIES COMPANY, INC., in their research on metals.

Contributions by this and other UCC Units to television and electronics do not stop here. Radio, radar, X-ray, hearing aids and other electronic devices have also benefited by the extensive research of UCC Units in the fields of alloys, carbons, chemicals, gases and plastics.

**Barium has a high affinity for oxygen... and other gases. When the "getter" is flashed in television or radio tubes, molecules of hot metallic vapor combine with... and immobilize... remaining particles of air. The barium, with the "captured" air is deposited as a silvery film inside the tubes.*

Most UCC products... like barium "getters"... are basic raw materials for American industry. Just about every business enterprise, from the small corner garage to the largest steel plant, uses them in one form or another. If you want a description of these products and how they are used, write for the booklet N-9 "Products and Processes of UCC."

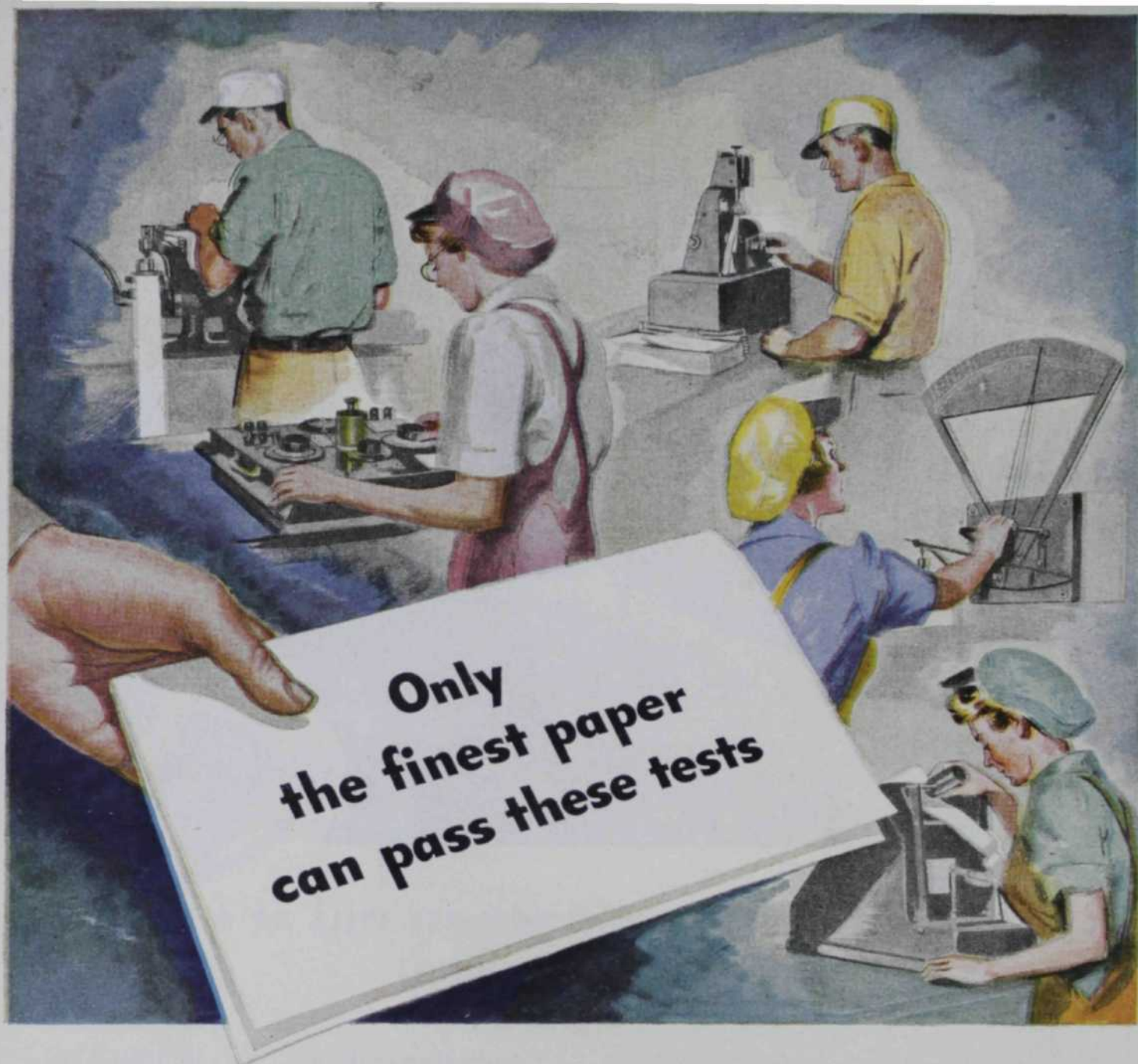
BUY UNITED STATES WAR BONDS AND STAMPS

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maintained by the most modern technical controls. In the finished testing room, for example, are precision instruments for measuring basis weight, strength, brightness, opacity and printability. Every lot of Levelcoat Printing Paper is subjected to the rigorous specification of these tests.

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PAPER PACKS A WAR PUNCH—DON'T WASTE IT!

Boston bought up thousands of five-gallon gasoline cans. Farmers, campers, and motorists bought them as fast as the orders could be written up. Gimbel's in Philadelphia sold 500 pilot's seats, which had been abandoned in favor of another design, in a single day. A pilot's seat isn't the sort of thing you'd want in your living room and even Gimbel's buyer was a bit dazzled at that success.

Sales are made for new uses

LAST May the Maritime Commission acquired 20,000 ship's bells that looked as though they would be a drug on the market. Ten inches high with the letters USN two inches high embossed on the face, the bells were new, cast steel and bronze-painted. They were, according to the press release, "suitable for small boats, schoolhouses, clubs, farms, camps and make ideal souvenirs." Within a week all had been sold at \$8.50 each.

The Maritime Commission has a comparatively small-scale disposal problem. Less than \$250,000,000 worth of material has been declared surplus to them so far. Perhaps it is the lightness of their burden which accounts for their healthy approach.

"Unless we figure out a new use for it," one official explained, "we can't sell a thing around here. But in 11 months we have sold close to \$12,000,000 worth of goods and we have recovered 84 per cent of what it cost the taxpayers to get the goods."

Maritime Commission depends on news columns for publicity, has no paid advertising or regional sales offices. It sells to both dealers and individuals on a first come, first served basis, with discounts for quantity purchases.

The Commission has found a ready sale for a number of things which looked pretty hopeless to start with.

Porthole glass is one example. There were thousands of them ranging in diameter from four to 18 inches and in thickness from one-fourth to 1 1/4 inches.

A few years ago no house was considered up-to-date without a pair of round windows on either side of the front door to light up the entrance hall. Some of the deadlights could be used for that, but only the 18-inch size was suitable, and it looked as though it would take a long time to sell them all to the building trade. On closer examination, however, deadlights began to appear highly adaptable.

They are all top-quality plate glass. Some have been treated to make them heat resistant, and these are translucent rather than transparent. The treated ones are attractive coasters to protect a table from hot dishes. In the larger sizes the glass can be silvered on the back for use as mirrors.



MARITIME COMMISSION

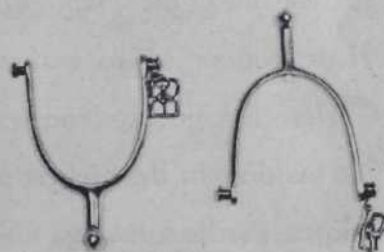
Decorative ship's lanterns find use about the house as lights for porch, playroom, den

What is now a chick feeder used to be a container for ammunition aboard planes

They make fine trays when set in wooden frames, or table tops for bamboo or metal garden furniture. Decorators are sure to use them set in plywood walls with concealed lighting in back to give a nautical air to game rooms or dens.

For variety, deadlights in assorted sizes can be imbedded in concrete for a handsomely patterned floor. They can make a modern counterpart to the Dutch tiles that were used to face old fireplaces, with the hearth appropriately finished to match. Prices? Well, one lot of 12-inch glasses is being offered now at a dollar each. They cost the Government about \$3 each.

On a somewhat larger scale are the 700 60-foot cargo barges so far declared surplus and sold at \$1,995 each. These floating platforms have a capacity of 99 tons. In addition to regular transport use, the Maritime Commission suggested, and sent pictures along to prove it, that they would make excellent houseboat or restaurant hulls, small boat docks and piers, boat houses, pontoon



For use as premiums in connection with a Western radio program, one advertiser purchased 10,000 spurs

bridges and commercial fishing boats.

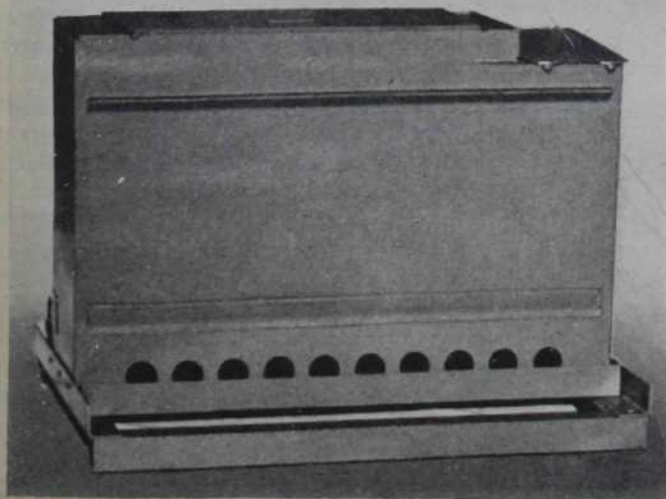
Water distilling units and evaporators which have just been declared surplus can, and probably will, be used in brewing beer. Marine winches are in great demand in logging camps.

The barrel-shaped 175- and 300-gallon steel buoys which used to support antisubmarine nets can be used as fuel or water storage tanks.

Converting tank helmets

A SPORTING goods dealer inspecting skis in the Commerce Department's Washington Surplus Property Office noticed a sample tank helmet. He bought 4,000 of them and had a manufacturer make minor changes to convert them into football helmets.

Surplus spare snowshoe bottoms—





Frontiers **TO SPARE**

Are you one of those who believe that America has reached her "Last Frontier"? If so, we invite you to take a look at Alabama.

Here is a goodly land—where every factor is present for the building of the highest prosperity that civilization has yet known. Fertile soils, vast forests, unbelievable mineral wealth and other natural resources in variety and abundance beckon to those in quest of wider fields of opportunity.

The Seaboard Air Line Railway, too, is imbued with the spirit of the pioneer. We have a kindred feeling for those who are seeking new worlds to conquer.

If you are looking for frontiers of new opportunity, we say: "Raise your sights. Take a look at Alabama."

Buy more WAR BONDS!

SEABOARD

AIR LINE RAILWAY

THROUGH THE HEART OF THE SOUTH



If you want a reprint of this advertisement, in full color, write Seaboard Air Line Railway, Norfolk, Virginia

the wood frame and thong network—with glass insets added, make attractive oval trays. A drug chain is using medical instrument sterilizers to steam hot dogs at the lunch counter. A clothing manufacturer snapped up large-sized reject bandages for use as non-priority shoulder pads for suits and dresses.

Heavy netting used in camouflage work has been converted into shopping bags and fish nets. With World War I steel hoops, whose original purpose has been forgotten, the netting was made into bagshaped crab traps. It has been dyed for Santa stockings and for modern draperies. Water-resistant jungle camouflage cloth can be used as upholstery on porch furniture.

Surplus signal flags can make slip covers and draperies. Stretchers make good lawn chairs. Cartridge cases as lipstick or cigarette lighter cases are bound to have appeal.

Gliders make trailers

CARGO gliders are easily converted into automobile trailers. The purchaser simply removes the detachable wings, cuts off the tail section, attaches a plywood cover and a towing hook where the tail was. The plastic-enclosed nose becomes the rear observation window of a durable light-weight trailer which takes no more room than the family car! Very likely the postwar roads he tours with it will be dotted with Quonset hut diners.

Barrage balloons, made of a light-weight, supple, neoprene-treated cotton cloth, can be used as roofing for buses and trailers, water- and acid-proof aprons, raincoats, tents, tarpaulins, heat- and coldproof cloth, glareproof curtains for arc welding booths, or waterproof hospital sheets. Currently pegged at a dollar a square yard, they are being sold by the balloon—781 and 260 yards each.

By far the biggest marketing problem in the field of military surplus is the enormous number of commercially unsalable planes and parts.

Convinced that mere eyeing of inventory lists was a pretty barren method of dreaming up new uses for aeronautical surplus, the RFC which has the selling job in this case, piloted a group of manufacturers through a Navy warehouse in Norfolk. The experiment proved so worth-while that RFC hopes to set up exhibition centers throughout the country where manufacturers can examine samples of surplus goods.

Meanwhile any bona fide dealer can get permission to look over the things

the word "FLOATER" may suggest this . . .



but do you know what it means in Insurance?

Most fire insurance policies are issued to cover property at a specified location.

However, some forms of property, by their very nature, are moved from place to place and it is desirable that they be insured wherever they may be: For example, personal luggage, jewelry and furs, merchandise in the process of manufacture. To use more picturesque language, such property "floats around" and insurance covering it is called a "floaters policy."

Floaters policies illustrate the great flexibility of modern insurance. And

to enable you to obtain the protection that you need . . . promptly, easily and economically . . . the Aetna Insurance Group sells only through reliable local agents and brokers. These representatives give you valuable assistance, both when you buy insurance and in the event of loss.

It is a further satisfaction to know that when your insurance is with a capital stock company such as those comprising the Aetna Insurance Group, it is backed by *both* a paid-in capital and surplus. You are never liable for assessment.

Since 1849 no policyholder has ever suffered loss because of failure of the Aetna to meet its obligations.

WARS	CONFLAGRATIONS	DEPRESSIONS
1846 Mexican War	1835—New York City	1819
1861 Civil War	1845—New York City	1837
1898 Spanish-American War	1851—San Francisco	1843
1917 World War I	1866—Portland, Me.	1857
1941 World War 2	1871—Chicago	1873
	1872—Boston	1893
	1877—St. John, N. B.	1907
	1889—Seattle; Spokane	1921
	1901—Jacksonville, Fla.	1929
	1904—Baltimore	
	1906—San Francisco	
	1908—Chelsea	
	1914—Salem	
	1941—Fall River	

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Van Roy
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Under a star-studded sky . . . when impressions are sharply accented . . . try smoking a VanRoy. You will soon realize how profound is the difference between pipes . . . and thank your lucky stars that your smoking-companion is a luxurious VanRoy.

VANROY COMPANY, INC.
Empire State Building, New York 1

which are jamming up our government warehouses.

Here are some of the suggestions the Norfolk trip brought out:

Carburetor air scoop—hot air heat or air conditioning system.

Bulletproof windshield assembly—banks and armored trucks.

Plastic cockpit enclosure—dog kennels, child's auto, hothouses, cold frames, and windows for prefabricated houses.

Pilot's and gunner's seats—seats for tractors, street cars, theaters or boats.

Armor plating—shovels.

Tubing—towel racks.

Arrester gear hook (used for landing carrier-based planes)—industrial pick, tow bar for trucks and trailers.

Reconverting airplanes

FAR more concrete was the project undertaken by a California concern. This organization acquired two surplus planes, disassembled them, and proceeded to figure out, part by part, just what could be done with the parts. Samples completed so far look eminently salable, though it is hard to say yet whether it would pay to buy up complete planes for large-scale reconversion. The gas mask deal was child's play compared to some of the angles they have figured out.

Nineteen different parts from a B-24 and a B-25 went to make a kerosene-burning home heating unit. The exact recipe is a trade secret, but it includes a generator, hydraulic system, tubing, fuel gauge and a 550 gallon gas tank. Conversion cost—almost all labor—was \$40.01. If sold as scrap for remelting, the components would bring the Government only \$5.50.

The aluminum tubing was amazingly versatile. It was bent into a frame for a porch chair; cut into ladders, into bookcase frames, into a school desk with a pilot's mapboard for the writing surface, it serves as lamp shafts, legs for a cocktail table with a plexiglass top. An airplane heater, the motor stepped up, was installed in a bus with tubing serving as ducts.

The metal box in which ammunition for the planes' guns was packed when equipped with four folding legs will carry a picnic lunch and double as a serving table. Or, when holes are cut along one edge and a trough welded on, becomes a chicken feeder.

Surplus sales after the last war were notoriously bungled. About the only notable effort to put any military stocks on the non-competitive

market was the small flurry of publicity urging suburbanites to adorn their clubrooms with a propeller blade. Under the circumstances it isn't surprising to find quite a bit of World War I surplus being offered for sale now as warehouses are cleared out. Conspicuous among them are the miscellaneous bits of saddlery, most of it far too heavy and some of it too brittle for use today.

One carefully stitched leather cord—about ten feet long and more than an inch in diameter—could be cut into handsome handles for peasant-type furniture or looped for a mirror or picture frame to carry out a Western decor.

But by far the most ingenious use of ex-cavalry equipment was the sale of 10,000 spurs to the sponsors of a Western radio program. Excited boys and girls collected box tops for the coveted premium. The 100,000 pairs of spurs still on hand will probably wind up as paperweights or set in wooden bases as bookends—just the thing for Father's Day.

Chance for overseas selling

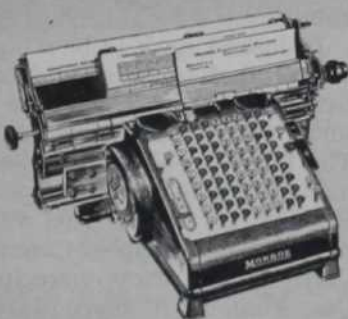
AMERICAN exporters are far from sanguine as to the demand for their products by the time they are once more in a position to ship manufactured goods overseas. To some extent in Europe, but far more in the relatively undeveloped Pacific areas, there will be a real chance for a man of vision to buy surplus overseas and send a few key men over to supervise its reconversion by native labor into American-designed products. Even allowing for an occasional boner and some experimenting, overhead should be low enough to permit profitable sales even in those war-ravaged lands.

An interesting addition to our overseas surplus lists will be captured enemy material. A California private, Robert Willing, now stationed in Bremen, is reported to be making fabulous adaptations of captured German equipment. With a radar system supplemented by two cocoa tins he brewed a 100-proof Calavados type brandy out of ordinary cider. The private was reluctant to disclose further details of this operation but commented, "From the way the result acts, it might be another secret weapon!"

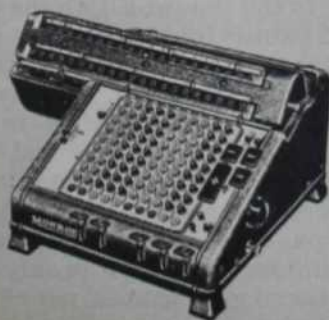
Other uses to which Willing has put captured German equipment "include remote control steering and direction apparatus for outboard motor boats from an automatic pilot of a Heinkel plane; a telescope from lenses ground from bulletproof glass of a Messerschmitt with other parts

MONROE

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209-685-191



Monroe Adding-Calculator AA-1

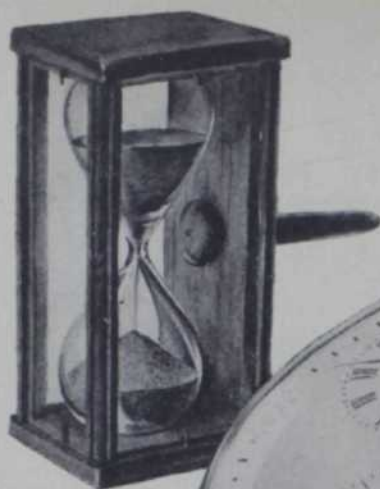
Operators Who Know Prefer the MONROE

"I'll take Monroe" is a common expression among operators everywhere once they have used a Monroe machine. They instantly appreciate the "Velvet Touch" of the keyboard, the speed and simplicity—the ease of operation that defies fatigue—the first-time accuracy—the unique appeal of fine design and construction. There are a dozen real reasons why "Operators Who Know Prefer the MONROE".

Monroe Listing Machines—like Monroe Accounting Machines—stem from the progressive-minded engineering skill responsible for the Monroe Adding-Calculator . . . for thirty years the world's standard Calculating Machine.

Let our representative explain the Monroe Simplified Payroll Plan and the advantages of being Monroe-equipped for all of today's vital figuring and accounting needs. Nationwide systems service and maintenance through Monroe-owned branches assure peak efficiency at low upkeep cost.

Monroe Calculating Machine Company, Inc., Orange, N. J.



"Observation Time Piece" by Morris J. Tobias—
Liverpool (1798). Believed to have been a
Presentation watch given to George Washington.

IT TAKES PRECISION TO MAKE HISTORY

MORRIS TOBIAS made history with his very fine "Observation" watches, noted for their precision construction and accurate time-keeping. As an example of guild craftsmanship, each wheel in the train of a Tobias watch had its own separate jewelled bridge, both for extreme accuracy and for easy adjustment and repair.

Detroit Tap & Tool Co. is making history with its Taps, Hobs, Gages, and Special Threading Tools of extreme accuracy. Their fine quality and unerring precision will enable American industry to produce better civilian products for a future of better living. The craftsmen of Detroit Tap & Tool Co. are playing their vital part today in helping industry to turn out at lower costs the improved product designs now being prepared for tomorrow.

BRING TOMORROW'S GAGING AND THREADING PROBLEMS TO US TODAY. Write for your free copy of the booklet, "Threads of Destiny." This comprehensive outline of the development of the machine screw thread will be sent immediately on receipt of your request on your company letterhead.



DETROIT
TAP & TOOL CO.

8432 BUTLER AVENUE • DETROIT 11, MICHIGAN

from the same plane forming the frame; a vacuum system for purifying glycerine and other chemicals from motor parts of a Focke-Wulfe, and a spot-welding outfit from German radio equipment.

Salvage would make bulldozers

FOR an example of what could be done—UNRRA is now buying bulldozers here and shipping them overseas. It will take thousands of them to clear the wreckage of Europe's cities. But a few good mechanics plus an acetylene torch could create bulldozers overseas faster than UNRRA can wangle shipping space or priorities to send them from here. The basic ingredient is a tank—it doesn't have to be too good.

A tank with a turret blown off, for instance, may not be worth shipping back to the U.S. But a bulldozer doesn't have to be bullet-proof. With the acetylene torch, the upper shell of the tank is cut off. There is ample metal in that casing to make the bulldozer blade.

After that there are by-products. Yards of tubing inside a tank for gasoline, water, exhaust and ventilation become excess once the top is off. Simplest use for the tubing is as handles for shovels, hoes, rakes and other basic tools. Metal scraps left from the top cut into the proper shapes can be welded onto the tubing handles. Much of the electric wiring, the conduits, the radios and walkie-talkie unit can be removed and reused. Generators, some of them now extra, can be rewound and adjusted to power fans, refrigerators or sewing machines.

It doesn't have to be a bulldozer. A decapitated tank is fundamentally a caterpillar tractor, with all of a tractor's adaptability for heavy work. The Yugoslav corn crop this year was made possible only because UNRRA shipped 16 farm tractors via the Army's Air Transport Command from Cairo where they were purchased. One wonders if there weren't more than 16 redeemable tanks to be had for the asking in Italy, just across the Adriatic, if not in Yugoslavia itself.

In the time of Elijah the conversion of swords into plowshares and spears into pruning hooks was disarmament rather than thrift. It amounted to a non-aggression pledge. In our time the scrapping of war material, making toys out of gas masks, contains no such promise. But with surpluses mounting at the rate of hundreds of millions a month, it is only good business to get the most out of them that we can.

WHY A COW ASKS YOU TO *Pass the SALT*



CATTLE ASK FOR SALT in a language that can't miss.

Denied salt, the sleekest, most stalwart herds sicken. Their coats grow buffalo-coarse. Milk flows meagerly. And there are no fatted calves.

Modern farmers know that salt is vital to the well-being of their herds. That's why they provide scientific "salt licks"... by placing Sterling Salt Blocks out in the pastures. For winter feeding... they flavor the fodder with Sterling Salt... and always keep a plentiful supply of salt bricks in the barn.

But Sterling Salt not only stands guard over America's farms. It serves America's industry at large. *International* is well known to executives everywhere as "Salt Headquarters." And why? Because of its able technological and engineering counsel... and because of its unique salt processes... which improve the use of salt in industry... expand production, save man-hours and money.

International Salt Company

INCORPORATED

"SALT HEADQUARTERS"
Scranton, Pa. and New York, N. Y.

*Sterling Salt for Industry,
Agriculture, the Home*



Push a Button and Tour the

By JUNIUS B. WOOD

THE UNITED STATES, which leads the world in practical science, has been forced by the war into a new era which scientists call the electronic age. The scholarly name will do until another meets popular fancy.

As one who knows both his verbs and his electrons explains:

"Electronics can see, hear, talk, feel, smell, taste, measure, count, and remember. They can't think and we still must do that much in the superautomatic world."

Homes, schools, laboratories, factories and highways will change. Radio's voice will be dulcet and it will bring pictures into the homes, schools will have new courses and methods, precision research in laboratories will broaden, new mechanical processes will speed produc-

tion while the traveler by automobile, train, plane or ship, or even afoot, will be able to talk at any time with the entire world.

The receiving set which brings the outside world into the home has become a concern of nations. The Federal Communications Commission whose regulations affect every radio in the United States is a potent agency of our Government. Regional conferences, conferences of the Americas, and finally world conferences legislate for your radio and the several million more. It is even sufficiently important for discussion by the newly created United Nations organization.

War's demand for men and materials has kept electrons and the atomic bomb from the civilian world but at the same time war's urgency has speeded their development.

In bygone wars, a hill where the generals could watch operations was needed for a satisfactory battle. Today, a mobile television station in an airplane can give headquarters a motion picture of everything while it is happening.

Radar for detectors

IN the previous war, wide-mouthed sound detectors vaguely located unseen planes or ships and the chances of hitting them were one to 1,000. Now the penetrating eyes of radar locate them through clouds or fog, report their position and size and give the accurate range.

In factories, electronics have produced munitions of war. Soon the machines devised for destruction will work to make life happier and longer for the millions who survive.

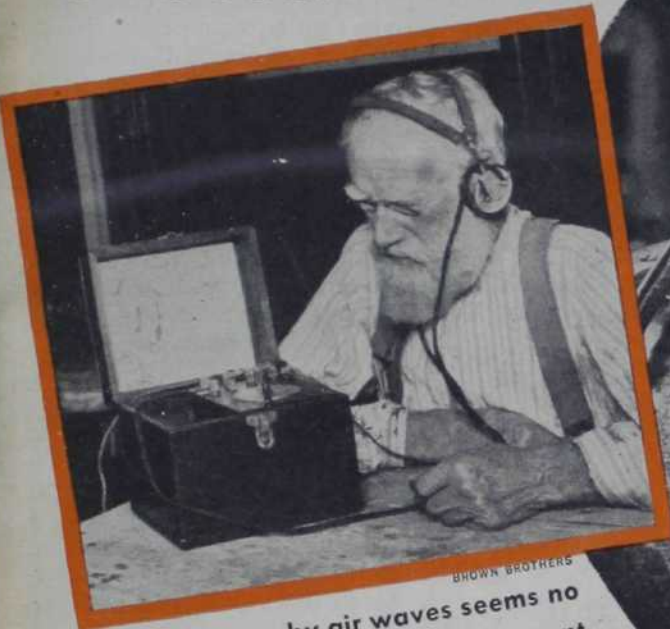
The marvels of electronics are not war babies to emerge full grown from the chaos. War has merely speeded up the growth. Tesla foresaw radar in 1889, but it did not become practical in the United States and Germany, and then crudely, until 1935. Wireless telegraphy, as radio was called when invented in 1896, became a must for ships when the *Titanic* struck an iceberg in 1912. The 59,000,000 radio sets in the U. S. and the 943 commercial broadcasting stations, including 36 short-wave and 730 on networks linked by 135,000 miles of telephone wires, have grown slowly.

KDKA in Pittsburgh claims its broadcast of the Harding-Cox election returns, Nov. 2, 1920, was the



The young electrical age built this maze of wires in New York City. Now one coaxial cable might handle this job. Tomorrow radio may

World



Sending scents by air waves seems no more impossible now than present radio seemed to crystal set users



WESTINGHOUSE

SCIENTISTS envision a superautomatic world whose machines will do everything but think. Man must still do that and on an international scale if the equipment is to work

first radio program. WWJ in Detroit insists it put on one, four months earlier. Networks started when WEA in New York sent a five-minute saxophone solo to WNAC in Boston in January, 1923.

So don't throw away your old radio set, or skip the movie theater announcements or cancel your subscription to a newspaper because Frequency Modulation, Television and Facsimile already can be brought into some homes. Better receiving sets are promised but more studios and stations with thousands of miles of improved connections must be built before the new developments are available outside limited areas.

Manufacturers envision a \$10,000,000,000 market in the entertainment field alone. Those who must pay—the millions who buy new sets, advertisers, station and network owners—are more cautious. Owners claim that a mere change in FM frequencies which FCC recently ordered will cost them \$75,000,000. FCC retorts that only \$15,000,000 is invested, ignoring the investment in individual sets.

Each development means an added line of figures on



When this granddaddy of the juke box was new, home phonographs were only for the rich

home dials. Nor will this be the end as science marches on. Tubes and wall sockets scrapped crystal sets—and a new acorn-size tube, ready for postwar markets, will shrink sets down to pocket size.

Before the midget-sized giants with the latest improvements even appear, the scientists discovered a cosmic ray which can make them obsolete. With cos-

mic modulation, a station in Chicago may be able to beam a program straight through the earth to China or any other spot on the globe. The present difficulty is that no one knows how to produce the ray.

If that's not enough, about the time we're comfortably facing our new color-talkie, there may come an announcement that newer sets will perfume a home with any flower scent. Scientists say it is possible.

Stations for FM are growing

FM is only 15 years old, its broad band an invention of energetic Maj. Edwin H. Armstrong, retired. Fifty-three FM stations are either operating or under construction: New York City, nine; Philadelphia, six; Chicago, five; Boston, three; Los Angeles, Hartford, Detroit, Kansas City, Schenectady, Rochester and Pittsburgh, two each, and Baton Rouge, Fort Wayne, South Bend, Evansville, Indianapolis, Jersey City, Alpine, N. J., Springfield, Mass., Worcester, Binghamton, Winston-Salem, Columbus, Nashville, Salt Lake City, Milwaukee and Superior, one each. Applications for 323 more are before FCC. The FM Broadcasters Association figures 500,000 FM receiving sets in use.

FM offers listeners almost entire absence of static and interference and better tonal fidelity than the average ear can distinguish. For the station it offers lower power and cheaper operation. At the same time it can be carried by ordinary telephone wires with special equipment so that stations can interchange programs within reasonable distances.

In addition to home entertainment, the U. S. Office of

Education sees FM's use in schools for simultaneous lessons. It is already being used in Chicago and several other cities.

Television, most alluring to owners of radio sets, is the toughest problem for scientists and broadcasters. Though foreseen in laboratories—long before the first spotty pictures were shown in England and in Washington, D. C., in 1926—it has not yet reached desired perfection. Millions have been spent on development. Brig. Gen. David Sarnoff, president of RCA, says his company alone has spent \$10,000,000 on the industry.

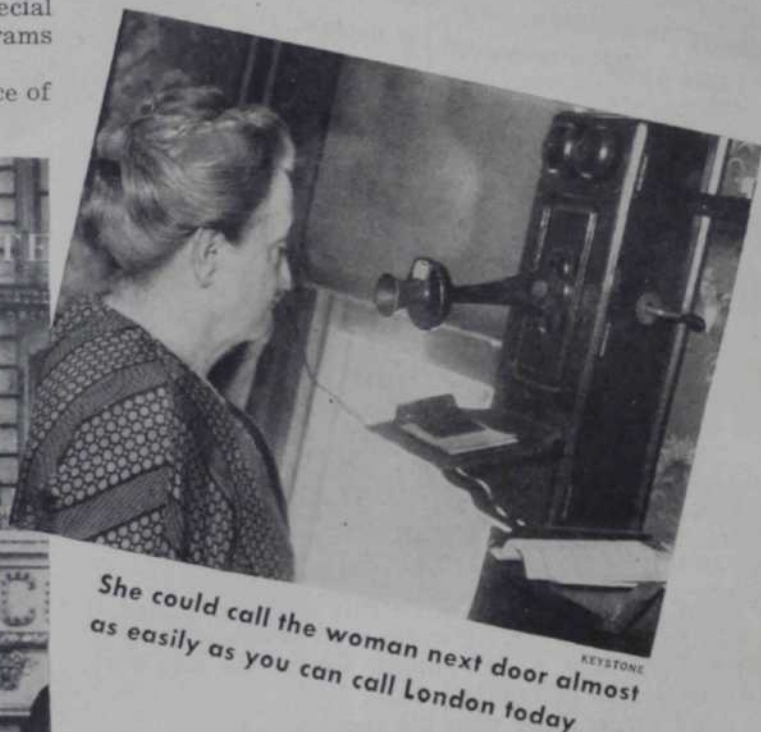
Nine stations broadcast television programs in the United States: New York City, three; Chicago, two; and Philadelphia, Schenectady, Hollywood and Milwaukee, one each. To these may be added 40 experimental stations of which 15 are under construction and 123 applications before FCC. Not more than 7,500 receiving sets—new models follow in quick succession—are in homes.

Television is, briefly, a series of separate pictures changing at a speed of 30 per second. The electronic impulses making the picture are working 1,000,000 times faster. Each picture consists of 525 horizontal lines. The electrode writes one line—about 700 separate dots—skips every alternate line, reaches the bottom and jumps back to fill in the missing lines, all in 1/30th of a second. Years of research were needed merely to



Even Edison regarded motion pictures as an "amusing novelty people would soon tire of"

BROWN BROTHERS



She could call the woman next door almost as easily as you can call London today

discover that skipping a line eliminated blur.

Just as radio now distributes sound, television brings a studio performance and—with portable stations—parades, fashion shows, sporting events, conventions and other scenes. A city traffic chief may sit in his office and watch the congestion on a busy corner and families in their homes can see the police lineup. The scientist may observe processes which were invisible and the metallurgist may watch the inside of a molten furnace without opening its door.

Facsimile for the public has languished though commercial telephotography has forged ahead in both speed and perfection. Using radio waves and electrodots, facsimile "prints" a miniature newspaper in the home or office. If it is to be popular, a lower-priced

QUALITY ALWAYS WINS



*THAT'S WHY
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CHEVROLET FIRST



IN TOTAL REGISTRATIONS

More Chevrolet cars and trucks serving America than any other make—1 out of every 4 cars . . . 1 out of every 3 trucks . . . is a Chevrolet.



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All signs indicate—more people go to Chevrolet dealers for service than to any other dealer organization.



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—according to an impartial national survey conducted by independent research engineers.

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These highly sensitive USPM Mailroom Scales can save you as much as 10% of your postage costs! They pay for themselves many times over because they tell you exactly how much postage your packages and letters require. Excess postage payments are eliminated. The annoyances of postage-due mail are prevented. Deliveries are expedited. Customer goodwill is maintained. Fast, smooth mailroom operation is facilitated. USPM Mailroom Scales are now ready for delivery. Contact our nearest office or write Commercial Controls Corporation, Rochester 2, N.Y.

PARCEL POST SCALE—MODEL 970

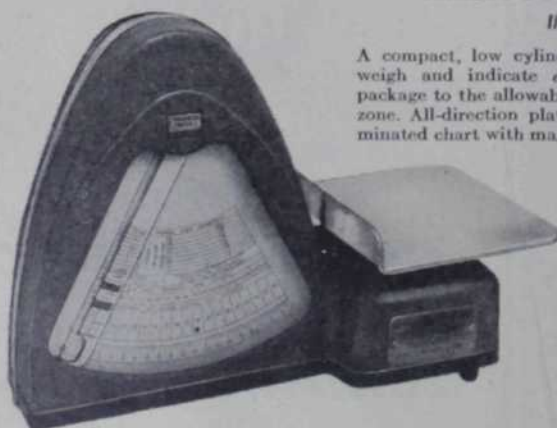
Illustrated Above

A compact, low cylinder-type scale especially designed to weigh and indicate *exact* postage automatically on any package to the allowable limit of 70 pounds to any domestic zone. All-direction platform. Unobstructed, full-length, illuminated chart with magnifying reading lens.

LETTER SCALE—MODEL 100

At Left

Fast action, accurate indication and sturdy construction characterize this pendulum-type scale. Extremely sensitive, it automatically weighs and indicates *exact* postage on various classes of mail. Two chart capacities: 20 ounces and 3 pounds.



Metered Mail Systems . . . Letter and Parcel Post Scales . . . Letter Openers
Envelope Sealers . . . Multipost Stamp Affixers . . . Mailroom Equipment
Endorsographs . . . Ticketograph Systems

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U. S. POSTAL METER DIVISION

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chemically-treated paper must be invented.

FCC reports only three facsimile stations for home users and no applications for more. They are owned by newspapers: the St. Louis *Post-Dispatch*, Milwaukee *Journal* and New York *Herald-Tribune*. Facsimile can reach rural areas, hunting lodges and fishing camps but has not reduced the number of newspaper trucks and newsstands on city streets.

Each night during the United Nations conference in San Francisco, the New York *Times* made up a four-page paper in its New York office. Half a page at a time was sent across the country by facsimile, enlarged again to normal size on lithograph plates and printed. It was distributed to delegates free, the total cost around \$25,000 a month.

FM and television also have characteristics in common which, until now, have limited their use:

1. Chief concern to the unscientific owner of a radio set, the sending radius of an FM station is only 40 to 114 miles, depending on antenna, power and altitude.

The coverage is even smaller for television as its signals must be stronger than FM at their destination.

2. Largely a concern of company engineers and radio traffic cops of FCC, are channels. Like railroad trains, radio waves must follow tracks whether shooting through the air, guided by a hollow tube or running along a wire. Television is a glutton for room.

Consequently, television must climb higher, which to the home owner merely means another row of figures on the dial, but much more inside. The higher in cycles—standard wave, short wave, ultrashort wave, micro wave, cosmic wave and more to come—the shorter the wave length. At 1,000 kilocycles, center of the standard band, it is 325 yards; and at 30,000 megacycles, which is aimed at, it will be only 39/100ths of an inch. It is easy to figure on paper but scientists have grown old and millions have been spent to reach the 300 megacycle level.

3. To distribute television over the nation as radio networks now broadcast, new type communications are necessary. Only a limited circuit of each type is in operation, radiating from New York City—a coaxial cable to Philco's station in Philadelphia and radio relay towers to Schenectady, home of General Elec-



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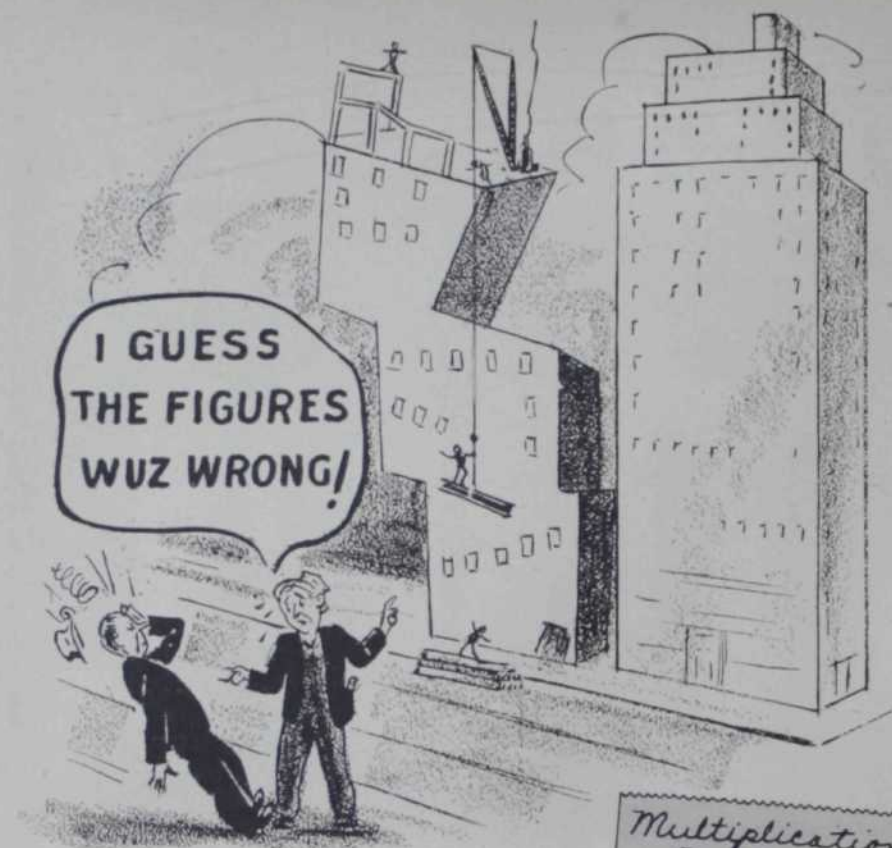
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Divides automatically and prints
Multiplies and prints
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It replaces the ordinary adding machine that won't calculate, and the ordinary calculator that can't print.

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Multiplication
 $5 \times 132 = 660$

5 . 1 3 2 *

6 6 0 *

Division
 $97 \div 15 = 6 \frac{7}{15}$

6 9 7
 1 5

7 *

Addition + Subtraction

7 5 0 0 0
 4 5 7 6 -
 8 7 2 5
 3 6 5 -

7 8 7 8 4 *

BUY, KEEP
 WAR BONDS



tric's research laboratories. However, the television network will grow.

The Westinghouse Corporation and Glenn L. Martin Company announce the revolutionary possibility of both relaying across the country and distributing to home receiving sets from airplanes, 422 miles apart and circling in the stratosphere, six miles above the earth's surface.

A coaxial cable, basically, is a copper wire insulated by gas in the exact center axis of a copper tube of lead-pencil diameter. The tubes are in pairs, surrounded by ordinary insulated wires, all inside a moisture-proof covering. This cable is laid 30 inches underground with amplifiers every five miles and automatic repeaters every 50 or 80.

One cable contains one to four pairs of tubes. A single tube will carry a television broadcast and, when not so used, a pair can carry 480 telephone conversations or 10,368 telegraph messages simultaneously. The AT&T program is to crisscross the country with such cables.

As television and FM beams, unlike others which hit atmospheric strata and carom back to earth, cannot be depended upon beyond an optical horizon, radio towers must be close together to relay them across country. The longest hop achieved so far is one of 129 miles. The Raytheon Manufacturing Company hopes to jump a Pacific coast circuit from mountain peak to mountain peak.

Plans of AT&T for towers between New York City and Boston are typical of distances and altitudes over average country.

Dist. Nearest City (Miles)	Altitude (Feet)
— New York City	450
35 Stony Point, N. Y.	1,240
35 Pawling, N. Y.	1,330
30 Bristol, Conn.	1,020
27 Glastonbury, Conn.	875
23 Staffordville, Conn.	1,286
27 Worcester, Mass.	1,395
32 Waltham, Mass.	355
11 Boston	225

220 miles. Average distance between stations, 27½ miles.

More than entertainment is waiting for reconversion to peace. An innovation of AT&T for business is a combination radio and wire service which can connect a vehicle—highway, railway or air—with other vehicles or telephone subscribers. It is already in operation for coastal and inland craft. Authorization to install this service in 13 cities has been requested from FCC. Surveys are being made in others.

The set-up for Washington, D.C., for example, calls for a sending tower

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A **FACTORY ON NEW YORK CENTRAL** has the "inside track" in building a productive organization. Because the area served by this Railroad is home to nearly *twice* as many factory workers as you'll find in all the rest of the country. And they're the kind of men and women you want . . . trained, experienced, with generations of skill behind them.

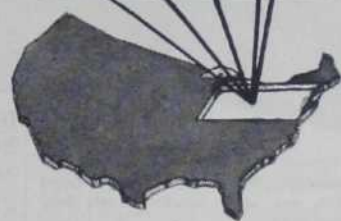
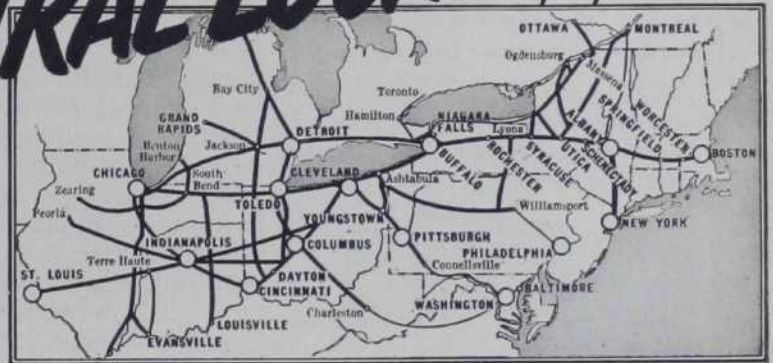
Yet abundant, efficient manpower is only *one* advantage of choosing a location that is *central* in every sense.

"CENTRAL" TO MARKETS . . . because New York Central links your plant to 7 of America's 10 biggest cities—in a region where 52% of the nation's buying power is concentrated.

"CENTRAL" TO RESOURCES . . . because New York Central's territory produces the bulk of America's coal and steel, and provides low-cost electricity and industrial water sources.

"CENTRAL" TO FOREIGN TRADE . . . because New York Central serves the great ports handling 80% of Atlantic Coast imports and exports.

"CENTRAL" TO TRANSPORTATION . . . because a modern fleet of 800 daily passenger trains gives your executives and sales force fast, dependable service, throughout the New York Central area.



ASK ABOUT PLANT SITES IN THIS AREA

Write or telephone the New York Central Industrial Representatives listed below. Their files cover a variety of available sites, and they are prepared to undertake surveys to search out special advantages you may need. Let them help you find your *central location*...confidentially...and with a saving of time for your war-burdened executives.

BOSTON . . .	South Station . . .	A. E. CROCKER
CHICAGO . .	La Salle St. Station . .	H. W. COFFMAN
CINCINNATI .	230 East Ninth St. . .	G. T. SULLIVAN
CLEVELAND .	Union Terminal . . .	A. J. CROOKSHANK
DETROIT . .	Central Terminal . . .	A. B. JOHNSON
PITTSBURGH .	P. & L. E. Terminal . .	P. J. SCHWEIBINZ
NEW YORK .	466 Lexington Ave. . .	W. R. DALLOW

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A Teletalk Intercommunication System in your business will pay big dividends from the day you install it... it saves time and energy, does away with needless "running around" when you want to give or get information, saves telephone time, helps you give better and faster customer service without confusion or delay.

A quick flip of a Teletalk key at your elbow sets up instant voice-to-voice contact with another department or individual in your office, store, plant, warehouse or service organization. Comparative savings are just as important in a small business as in a large one.

Teletalk's first cost is modest; installation is easy, power comes from the regular lighting circuit; little or no maintenance is required.



Teletalk Model 105, capacity 5 stations. Ideal for the small office suite, wholesale or retail store. Low in cost, but brings big savings. This and other larger models fully described in our Teletalk Book.



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Send today for Teletalk Book illustrating Teletalk models for small and large businesses. It tells how Teletalk works... and how you can profit from its use.

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"Where Quality is a Responsibility and Fair Dealing an Obligation"

on the telephone company's highest building and six receiving towers, located to cover the metropolitan area. Each vehicle will have a two-way set. To speak from a vehicle, a button is pressed, a receiving tower picks up the call and an operator makes the wire connection and rings the telephone number, local or long distance. To get a vehicle, the route is reversed to the sending tower which picks up the vehicle.

A trucking company can tell a driver to pick up an order which has just come in, a power plant can inform its linemen of a break by a storm, a department store can stop delivery of a fur coat if the check bounces after the wagon leaves.

Radios for individuals

CLOSELY related is the humorist's delight, the pocket walkie-talkie with lower power and a limited one- or two-mile radius. It connects only with its opposite. A foreman can talk with a widely scattered crew, the farm wife can call her man in the field and locomotive-caboose connection on trains is possible.

With waves of all sizes and lengths filling the air, an FCC is needed to keep each in its own straight and narrow channel. Among all its controversies, not including that perennial whether regulation is censorship, the most serious is whether American overseas communication companies should merge. A bill to that effect is before Congress. In most other countries communications are a government monopoly. Half a dozen American corporations are in the foreign communications field—cable, radio telegraph and radio telephone.

Arguments are fervid on both sides, particularly as the Army and Navy have some \$200,000,000 in communications. The Navy, strong for engineering and orders, urges merger and more government participation. The State Department, believing that competition has given us world eminence in communications and that monopolies ossify, has another opinion. The War Department and FCC might compromise.

Others would merge only radio telegraph, excluding cable, telephone and press service, the latter largely because Press Wireless which is owned by newspapers—the first to establish direct communications from Normandy, Manila and Berlin—gives newspapers faster service cheaper.

The companies, in their turn, will remind the lawgivers that more is at stake than the proposals of administrative agencies and old-line depart-

ments. Bureaucracy is traditionally more interested in controlling what we have today than in developing what we can have tomorrow.

For the improvements of the next half century, the forces of enterprise and competition are more necessary than ever. On their record to date, little apology is called for.

The Senate Interstate Commerce Committee is now waiting for the government departments to agree on policy before it hears the companies.

A communications conference of Central American countries was held in Guatemala City in August. An all-American conference, the first since Santiago in 1940, is to open in Rio de Janeiro, September 3.

The International Communications Convention will follow, its place and date not yet fixed. Its secretariat is in Berne. With the many changes in governments and communications since the last meeting in Cairo in 1938, it has a heavy agenda. Frequencies will be shuffled and re-assigned as needed by governments, ships, airplanes and commerce.

Such touchy questions as the propriety of one country deluging others—as the United States where speech and radio are free—with unwelcome shortwave propaganda will be passed on to the coming United Nations organization.

Electrons for varied uses

MORE marvelous than communication rays which worry nations, are the myriad rays for daily use. In radar waves which travel 186,000 miles a second and bound back from a solid object a million times faster than an echo, pick out ships and shores, their location and distance. For the airplane pilot it does the same, also tells his altitude above ground and even picks out a runway.

Alarmists warn that those who associate too long with radar become bald and sterile. Radar may be a profession for the aged.

The electronic microscope magnifying 100,000 times—the strongest optical microscope is 2,000—has photographed the virus of influenza and the atoms in a molecule.

Advances in heating are for wider use. A mass of metal, a drying kiln or the kitchen roast can be heated from the inside instead of from the outside inward. Electronic heat can be used for annealing or welding metals, dehydrating penicillin.

These are among the many electronic wonders already here, awaiting only wider peacetime use in factory and home.



Which is a Photograph?

In the
Graphic Arts
Kodak
means more
than you'd
guess

BOTH OF THE PICTURES reach the printed page through a series of photographic processes. So—although the picture on the left was painted by Bellows in 1924, and the one on the right was snapped on Kodachrome Film by “any amateur”—as you see them here, they are both “photographs.”

This is true of the illustration, whether drawn, painted, or made with a camera, on every printed page. After the artist finishes, the graphic arts craftsmen take over, and, with the aid of photography, reproduce the artist's copy, on the printed page, to inform and entertain the millions.

Kodak is a great name in graphic arts . . . in photoengraving, letterpress printing, photolithography, and photogravure. In a

photomechanical plant, Kodak means the development of improved photographic processes and materials—whether the plant turns out magazines, books, military maps, broadsides, folders, or a newspaper.

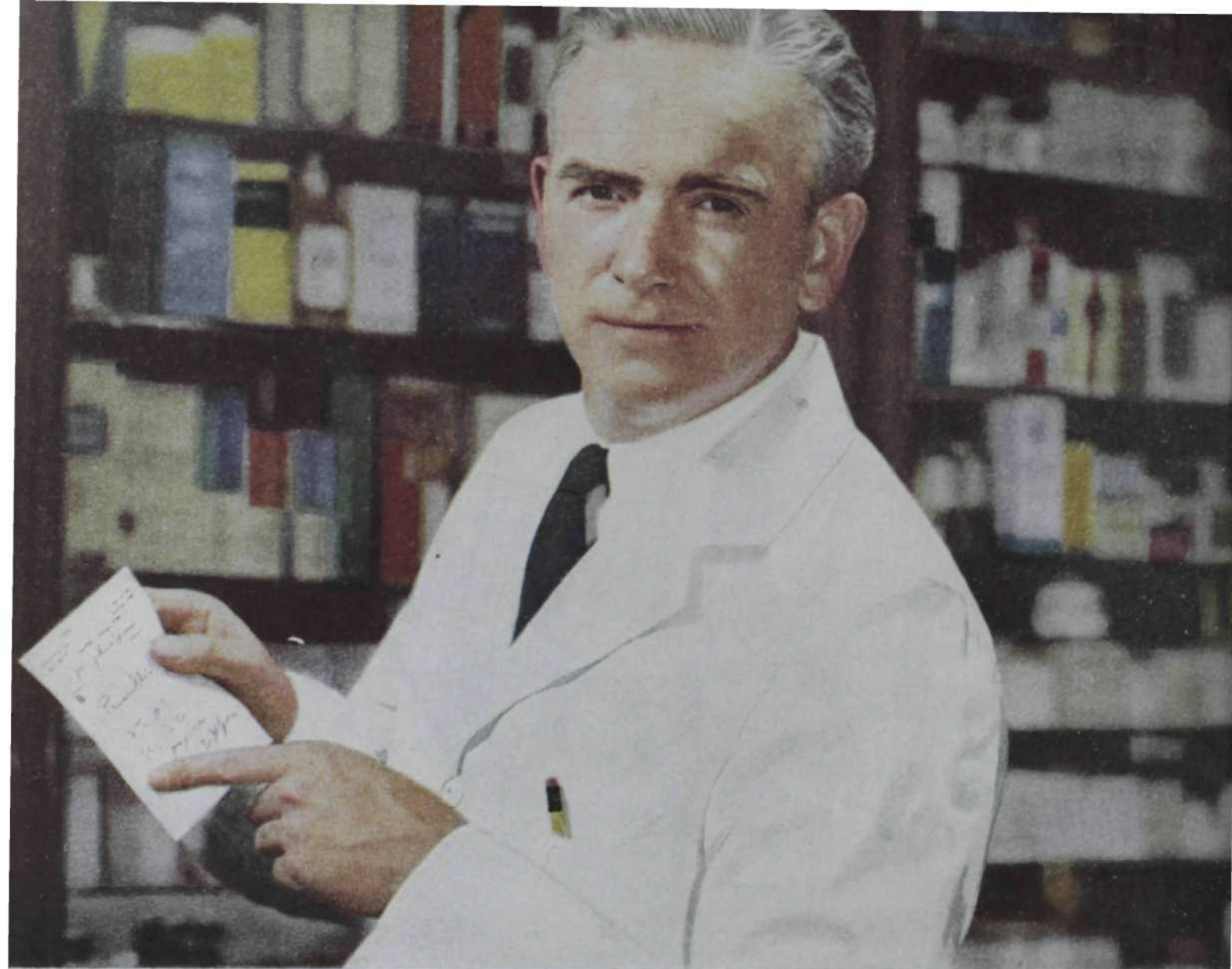
Add this to the meaning Kodak has for the man with a home movie camera . . . or for the mother mailing a new batch of snapshots to her boy overseas . . . or for the bomber crew delivering, on Kodak Film, the aerial photographs of their latest raid on Tokyo!

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REMEMBER NO. 158—the first draft number called almost five years ago? Over 6000 men answered . . . before Pearl Harbor, a million had left civilian life to meet a threat to democracy. Today, many millions fight beside those “firsts.” A stern example to us at home.

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"Yes, it's a great comfort..."

Surely it's a comfort to all of us to know that there is available such a wonderful drug as penicillin—one of the medical profession's most efficient weapons against many serious and persistent infections of the human body. It's a still greater comfort to both patients and doctors to know that research is endlessly seeking new ways to make this drug *increasingly effective*.

For example, as the result of its continuing research and long past experience, Lederle Laboratories, Inc., a unit of Cyanamid, has succeeded in producing an improved form of penicillin known as penicillin X, which it is believed will prove more effective against pneumonia, gonorrhea, meningitis and other infections, including those caused

by streptococci. Moreover, it does not have to be administered as frequently as the earlier penicillin G, its effect being prolonged, since it tends to remain in the blood stream. Here is an important forward step in the evolution of this comparatively new drug through Lederle research.

Scientists at Lederle have also developed a brand of penicillin—LEDERCILLIN®—to be administered orally in convenient capsules and tablets, whereas formerly it could be given only by injection. This, too, opens the way to broader and more effective use of this remarkable drug in treating dangerous infections. *Trade-Mark

These developments are typical results of the strategically planned research that has made this unit of American Cyanamid Company an outstanding leader in its specialized field.



**American
Cyanamid Company**

30 ROCKEFELLER PLAZA, NEW YORK 20, N. Y.

Tailor of the Tax Laws

(Continued from page 38)

He was gainfully employed at an early age; his grade school lasted two months a year, but he grabbed off a knowledge of the classics in an "academy" (high school) in Laurel Springs. It was a log building, full of inviting holes for chilly winds. Poverty dogged him from puppy-hood up.

Its recollection makes him as thrifty as a sandhill ant. Quietly and without indulging in any "deals" of any kind, he has done well in Washington real estate and if there's a man on Capitol Hill who really does fit into the cliché that he has the first nickel he ever earned, it would be Bob Doughton.

His idea of fun is to get up at 5 a.m., down a hearty breakfast, walk a mile or two to his office and heel and toe it around all day until about 9 p.m. at which time he goes to bed. A few years back, a magazine writer called him to ask for an appointment at the Congressman's convenience.

"Seven o'clock next Sunday morning," said Mr. Doughton, hanging up the phone. The unhappy writing wretch was there, complete with headache and hangover. After three hours, he begged off for the moment but solicited another engagement.

"Seven o'clock next Sunday morning," said Mr. Doughton.

The Congressman does not know how the other half of the world lives. It is possible he doesn't care.

His views on taxation are a natural complement to a back-breaking boyhood, a rigorous, restrained personal life and an amused contempt for people who don't live as he does. Which way of life, of course, includes no acquaintance with demon rum.

Sometimes he gets fooled. One day about 6 a.m., he met one of his committee clerks when he was on his way to work. She had just been dropped off by her escort after she had wined and danced the night away. Assuming she was going where he was—although he doesn't make his staff keep his own unholy hours—he stopped her and warmly congratulated her. She was a wreck, but he didn't sense it.

"This is fine! This is fine! I wouldn't have asked you to come down so early," he said, "but now that you're here, we can go to the office and get a lot of work done before the others come in."

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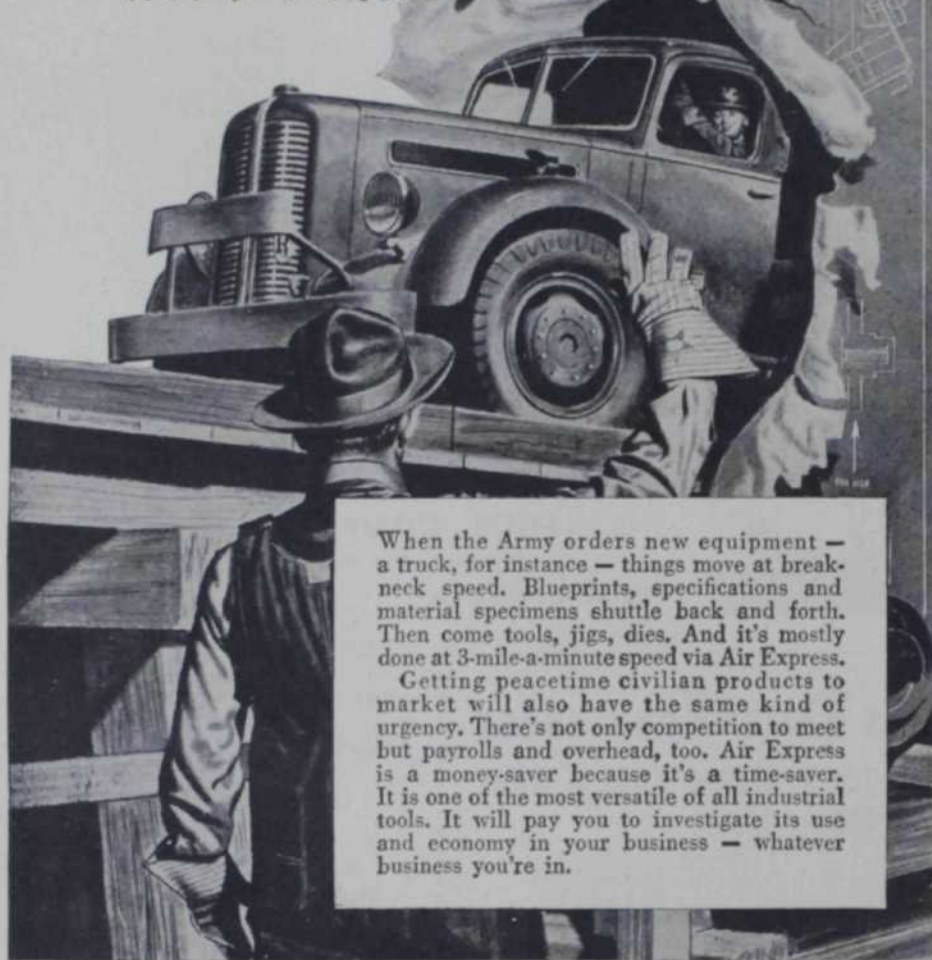
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Ten Things Russia Wants

(Continued from page 30)

derstandings as between buyer and seller.

This treaty should set forth the interests and rights of American business, both individuals and corporations, and of Russian business—the Soviet Government—with particular emphasis on such questions as patents and trade-mark rights, government monopolies of foreign trade, probability of stockpiling, dumping, discrimination, disputed settlements and arbitration, protection of domestic and other markets and credit risks.

Such a treaty with the USSR will pave the way for improved commercial relations with ten or more European countries and with four or more countries in the Far East. Whether we like it or not, hardheaded national interest and prudent business realism dictate that the sooner we effect such a treaty, the better for all concerned.

Today the Communist Party is stronger within the USSR than ever before. Its ideology of a collectivist system of society will infiltrate other countries now ripe for and receptive to any idea or movement that offers hope for livelihood and peace.

An American line

IT IS not enough for the United States merely to keep posted on Russia's aims, to understand her policies, to understand how conditions in the Soviet Union and the spread of Communism will affect foreign trade, and to establish sound commercial relations between American business and the Soviet Government.

We must do more than remain on the sidelines. We must, in fact, adopt and put into action an *American Line*, as the Soviet Union has adopted a Communist Party Line. Russia attempts to show by propaganda the advantages of the collectivist system. We must show the world by example the advantages of our system.

We must demonstrate to people everywhere that progressive capitalism has given us—and is still giving us—the highest living standards and the greatest personal freedom.

We must prove to the world that, though we are willing to let any other nation have any system it may desire, we ourselves—knowing that free enterprise works better than collectivism or totalitarianism—are not yet ready to toss it on the scrap heap.



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FINE PAPERS FOR BUSINESS
AND SOCIAL USE

Bureaucracy Rides the Rivers

(Continued from page 33)

thority concede that their improvements have converted those lands to perpetual overflow as bottoms of reservoirs. They virtually admit that any flood control benefits accruing from the Tennessee Valley Authority improvements operate to the advantage of the lower Mississippi River in the reduction of flood heights from Cairo south.

Outstanding jobs by Army

THE one outstanding job of flood control along the Tennessee River will not be done by the Authority, but by the Corps of Engineers of the United States Army who recommended the project authorized by Congress in the Flood Control Act of 1941. That is the flood control project for the protection of the City of Chattanooga recommended by the Corps of Engineers and approved by the Valley Authority, even though it is not connected with its construction. The contention of those who urge Authorities for cooperation is thus exploded in the only Authority thus far authorized by Congress.

It is claimed that the Authority has furthered navigation along the Tennessee River. Casual investigation will show that adequate navigation could have been provided by low dams at much smaller cost.

One of my principal objections to a general adoption of a regional or valley authorities plan has to do with its probable effect on the Corps of Engineers of the War Department and consequently on future national defense. The Tennessee Valley Authority did not use the Corps in any of its enterprises.

Generally the authorities plan to use their own engineers. The Corps of Engineers would thus be deprived of its traditional means of obtaining training and experience in peacetime for its vital tasks in war.

It is not an accident that in World War II many of the outstanding engineering accomplishments, as well as the miracles of supply of the United States Army, have been achieved by the Army Engineers. Proof of the value of this training is the long list of "high-water fighters" who have won distinction in the war theaters.

Among those who have graduated from service on the rivers in this country are Gen. Brehon Somervell, commanding the Army Service

Forces; Lieut. Gen. Eugene Reybold, Chief of Army Engineers; Lieut. Gen. John C. H. Lee, Chief of Supply on the staff of General Dwight D. Eisenhower and Deputy Commander-in-Chief; Maj. Gen. Thomas B. Larkin, Deputy Commanding General and Chief of Communications Zone, European Theater; Maj. Gen. Donald H. Connolly who built the Russian supply base in Iran; Lieut. Gen. Daniel I. Sultan, Commander of the American forces in Burma; Maj. Gen. Daniel Noce who conceived and trained the amphibian engineers who took part both in the European and Pacific invasions; Maj. Gen. Lewis A. Pick who built the Ledo Road; Maj. Gen. William Hoge who built the Alaskan Highway, and was first to cross the Remagen Bridge over the Rhine in the European Invasion. There are many others.

Experienced in river control

THE Corps of Engineers has a background and experience in river control and river improvement unequalled in the world. They planned, built and operated virtually all flood control programs for the Mississippi, the Ohio, the White, and the Red Rivers, and for many other river basins.

When we have a Corps of Engineers of this kind at our disposal, it simply doesn't make sense not to use them.

Nor do I see why the Reclamation Bureau of the Department of the Interior should not carry on with its outstanding record of reclamation projects accomplished for the Government since 1902. It has demonstrated its worth. It has not been utilized by the Tennessee Valley Authority any more than the Tennessee Valley Authority has used the Soil Conservation and the Forest Services of the Department of Agriculture already in existence to do just such jobs as the Tennessee Valley Authority chose to do on its own.

I do not think that any social or cultural planning, however praiseworthy its objectives, should be part of a flood control and land reclamation project. There are some things a community should do for itself if it is to retain its strength and its initiative. We are individualists in America.

In the Tennessee Valley Authority I have observed a marked tendency by those in control to divert their

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energies and a definite portion of their funds to purposes of economic experimentation with social and cultural by-products. At Norris, and as I recall at Fontana, permanent school buildings were constructed. Libraries with circulating facilities have been built. Community buildings have been erected. Fertilizer has been provided for local farms. Nurseries for reforestation have been established. Soil experiments have been made.

These ventures were financed from appropriations under the large discretionary powers possessed by the Authority intended primarily for the development of hydroelectric power. The powers of the Authority are broad. They embrace the economic and social development of the Valley. The language can be constructed for very liberal social planning. The words "social" and "cultural" occur in the additional Authorities proposed.

The opportunities for using funds appropriated by Congress for social planning and for remaking the society of the area are couched in language that is most inviting to those who would remake and reform the country. Community planning is desirable, but not when it results in one pattern for all communities.

Funds by devious ways


IT IS interesting to recall that the first dam built by the Tennessee Valley Authority was not specifically authorized for construction by Congress. Funds were provided for the initiation of the Wheeler Dam and the Pickwick Dam under the National Industrial Recovery Act. Subsequently the Tennessee Valley obtained money from the Works Progress Administration or from Public Works funds, all of which were lump sum appropriations.

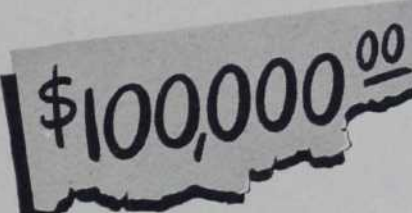
I do not think it is wise to give a government agency such wide latitude of discretion that it can do almost anything it wants to, back almost any economic or social project, on the ground that it will further its general program of economic and social development. With its easy and liberal spending powers and its control over local development operations, it would not be difficult for an authority to mold a great part of the life of the area in which it operates.

Multiply the Tennessee Valley Authority by nine, for the nine proposed regions, and you have a new and powerful trend that could materially change the American way of life—and not for the better.

★

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Our Communists Reconvert

By CARLISLE BARGERON



W. Z. Foster, left, protested when Browder, right, preached unity. Browder and his plan are now out

RADIATING the light-heartedness of its toilers, one of the brightest spots in this war-weary country today is the office of the *Daily Worker* in New York City. On the doors to the business offices new gold lettering has gone up, telling not only what place of business it is, but carrying the slogan, "Freedom of the Press." The demand for the paper has increased and the old lady in the adjoining Communist bookshop happily contemplates the increased buyers of her wares.

To the brightly cleaned editorial offices every day about 11 a.m. come the reporters and editors wearing

sport shirts open at the neck. With undisguised buoyancy they greet Helen, the attractive colored girl receptionist, get their mail, make a wisecrack about the *Herald-Tribune*, the *Times* and Hearst's *Journal-American*, and pass on into their locked-door sanctum.

It is not the increased trade that lifts them because intellectual Marxists professedly care little for dollars and cents. It is the fact that the chafing restraints under which they lived for more than a year of cooperating

AFTER an excursion away from Marxian teachings, American Reds have returned to the "Party Line," prepared to apply it here

with capitalism in the united effort to get Hitler, are gone. They are back at the old game, or moving back to it, of incitement. They are flattered at the ripple which their change of policy—their announced return to war against capitalism—has caused.

Industrialists, conservative publishers, or rather experts on Com-



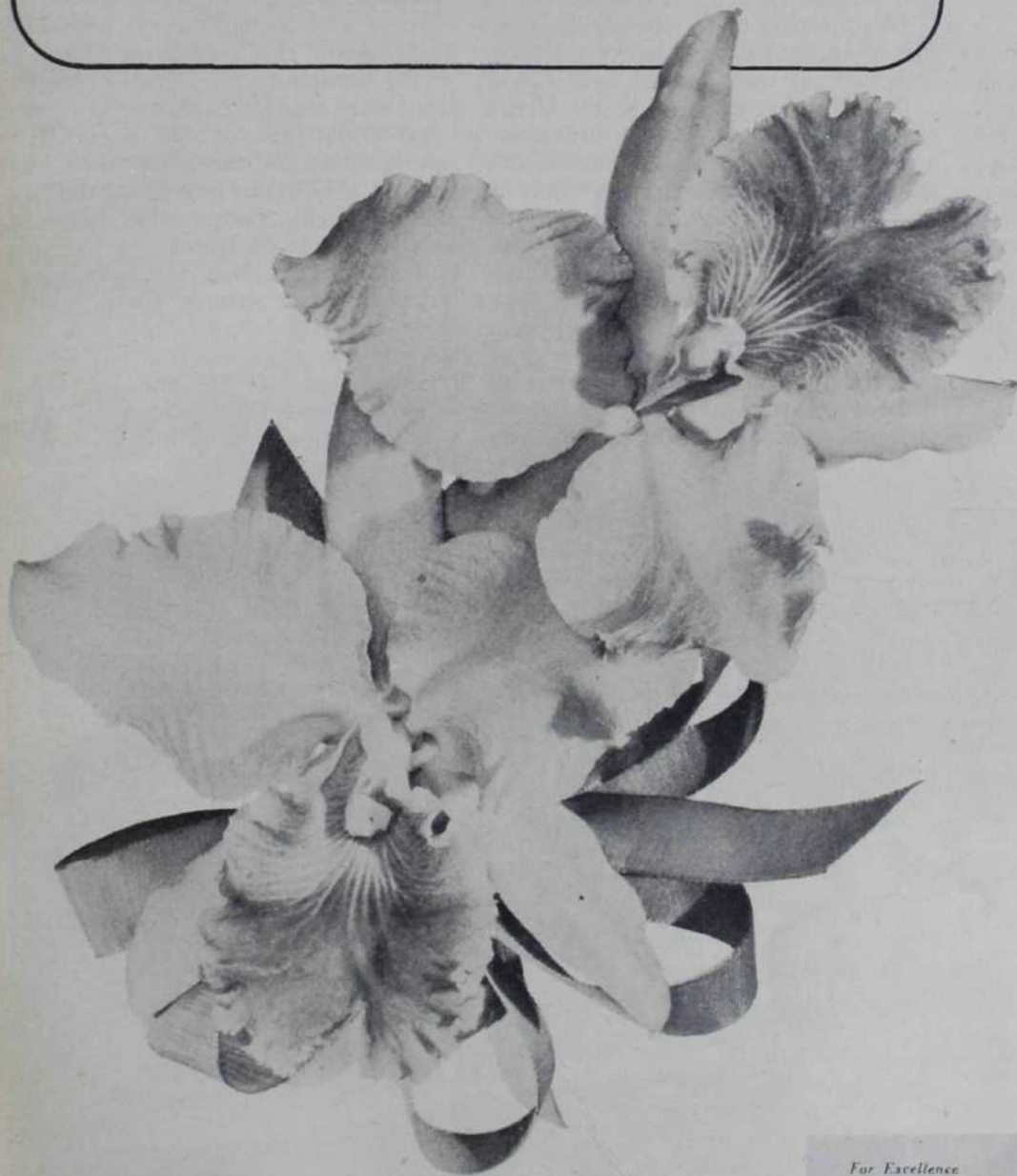
Jacques Duclos wrote an article and our Communists acted with alacrity

munists and Soviet Russia whom they employ, buy their literary output, as do labor leaders, in an effort to determine what the Communists plan to do in the reconversion process.

It is doubtful whether their program in this period will be as amusing as it was in the '20's when police

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reporters delighted to see the veteran W. Z. Foster—after haranguing a crowd for 45 minutes and announcing, "The parade will now start"—step quickly into a taxicab and head for his hotel, leaving the crowd to march for several blocks before it realized it was leaderless. It was not so much fun even then when some Communist would fall to the ground and precipitate a general melee by claiming that he had been slugged by a policeman. In the melee, the Communists had a way of disappearing and the police would slug the onlookers, particularly reporters against whom they had grievances.

Skilled in agitation

OUR country today is not the happy, easy-going family that it used to be. We have gone through an economic revolution and through war. There is a tenseness as we approach the post-war world. Competent authorities warn us that we would be foolhardy to look upon the Communists as complacently as we have in former years.

They are not more than 75,000 strong, by a liberal count. But they are skilled in agitation, in the mechanics of politics, in the strike.

The Communists do not try to sign

up members willy-nilly. It is an exclusive club. In recent years they have come into the open leadership of many labor unions. They have infiltrated into many subordinate positions of leadership in other unions. They have infiltrated into editorial positions of many influential newspapers and magazines; they are among the radio commentators. They are in the Government.

They are unquestionably in a position to cause plenty of trouble in the years ahead—years that will be troublesome at best. The Communists will be just that many more effective inciters and agitators on the scene, and they work at it with zeal.

To appraise their new policy's effect upon the future it is necessary to look at what went before.

On the day in 1941 when Hitler turned upon Soviet Russia, the Communists were picketing the White House demanding that this country stay out of Europe's "imperialistic war." For months according to President Roosevelt, they had been sabotaging our defense preparations. As a result, Earl Browder had been sent off to the penitentiary on a charge of falsifying a passport several years before, a matter that the Department of Justice had known for a long time.

Browder's wife, in turn, had been ordered deported. Deportation of Harry Bridges was under way.

The period of cooperation

THE day after Hitler's turn-around, the White House pickets had disappeared. Some time later Browder was released; Harry Bridges became so helpful in the West Coast labor situation that California business men joined in a petition that the deportation order against him be rescinded. Mrs. Browder came quietly back from Canada.

In the ensuing months, Browder, in speeches, over the radio, in the *Daily Worker* and in pamphlets, preached unity. After the Teheran conference where arrangements for the second front were made, he announced a complete about-face of the party. His theme was that the conference had written the future peace and welfare of the world. Cooperation between this country and Russia, in the war and afterwards, was the paramount object and all groups should unite their energies toward that end. Besides, it was apparent that our industrial leaders had become far more broad-minded. They said they were willing to cooperate with labor and he



In 1940, when Hitler was at peace with the Soviet, our Communists were holding anticonscription meetings, such as this one in New York. But they about-faced when Hitler invaded Russia



There was nothing in Johnnie's way

Reading time: 1 minute, 43 seconds

This is an actual case—a true story from the record of "Johnnie" in the files of the Chrysler Corporation.

1 When his father died in the first World War, Johnnie quit school; got a job in a war plant to support himself and his widowed mother.



3 Johnnie was smart, but he wanted more "education." He wanted to know all about engines and transmissions and everything that makes a car run. So he switched to a job in the shop, fixed cars and trucks for several years, soaked up "monkey wrench" knowledge and saved his money.



2 Johnnie always loved automobiles; kept dreaming about owning a business of his own some day. When the war was over he got a job selling cars and tractors for a local dealer. He liked it a lot, made more money than he ever had before.



4 His first big chance came in a nearby town where he became an automobile dealer. He did very well. Then he moved to a bigger town nearby. Then the depression hit him,—and Johnnie simply went out after more "education."



5 He got a job with a big Detroit car manufacturer; later became a Branch Manager. Johnnie spent ten busy years in this field, acquainting himself with retail selling and servicing. Then came another "hot" opportunity in 1944, to buy the business of a large southwestern Chrysler-Plymouth dealer. Johnnie says, "I'm still working my way through 'college' . . . and earning a pretty good income."

JOHNNIE'S success was, of course, well earned. It is the old fashioned kind of accomplishment, typically American, with the usual jolts and bumps on the way. Johnnie finds himself today with a substantial enterprise of his own. It will grow and prosper under his experienced direction. Johnnie's has been the kind of effort and intelligence which will help to keep America a land of real freedom and opportunity.

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New Thursday Night Program! The Music of Andre Kostelanetz with the most Popular Stars of the Musical World, Thursdays, CBS, 9 P. M., E. W. T.

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Rules the Trains!

A Centralized Traffic Control operator...who may be 200 miles away...by flipping a few tiny levers, "throws the switches" and puts a fast train on the lefthand track to pass a slower train. Both trains keep moving...all traffic is speeded.

Control centers of this type are located on the ROCK ISLAND at several points, on lines where traffic is heaviest. Indicator lights on the operator's switchboard tell him at all times the exact position of each train in his "section." He plans and arranges "cross-overs" and "passings" that will move the trains with greatest speed. Wayside signals and signal lights within the engine cab keep the engineer informed.

Centralized Traffic Control...which makes two tracks do the work of three...enables us to handle an ever greater volume of freight.

Better railroading is the creed on the ROCK ISLAND LINES. Through continual improvements we move forward on our never-ending Program of Planned Progress. As yesterday—and today—so tomorrow, ROCK ISLAND'S sole purpose is to provide the finest in transportation.

ROCK ISLAND'S "TRAFFIC CONTROL"...1852 STYLE

The first Rock Islanders had to do it the hard way. The candle lantern shown here is typical of the equipment of 93 years ago. Feeble candle light, showing through tiny slots in the metal lantern, provided the only means of signaling at night. Today's Centralized Traffic Control, and ROCK ISLAND'S experiments in electronic communication, offer sharp contrast to the meager methods of yesterday's railroading.



ROCK ISLAND LINES

ONE OF AMERICA'S RAILROADS—ALL UNITED FOR VICTORY

was prepared to take them at their word.

On one occasion he said he would willingly "clasp the hand" of J. P. Morgan in the mutual marching forward. When members complained that this was going too far, he explained that he was speaking only symbolically.

To all this W. Z. Foster entered vigorous and lonely dissent. One member, Comrade Darcy from Philadelphia, joined with him and was promptly expelled from the party. Foster's objection—which Browder and the *Daily Worker* both denied at the time—was that Browder was "revising" Marxism. He argued that, although socialism did seem to be coming slowly in this country, the Communists had already accomplished a lot for the proletariat. He had no faith whatever in the industrialists. In his opinion, they were fighting Hitler only because they were just as afraid of him as anybody else; and, after the war, they would go right back to their reactionary, imperialistic and monopolistic practices and their hatred of Soviet Russia.

Foster keeps up the fight

BROWDER had argued that the industrialists seemed confident they could supply the necessary postwar employment; if they could do it under their "private enterprise slogan" he had no objection. Foster rejoined that there would perhaps be a boom for a few years, then a collapse—and that the Communists should keep up their work so the people would then realize that socialism, after all, was the only thing. And certainly the Communists ought to be in a position of power to apply this socialism.

In spite of Foster's dissent, Browder had control and there seems to be no question that, in the turbulent war months, the Communists acted as a restraint on labor unions which they controlled, and on the more aggressive labor leaders. They continually counselled against breaking the no-strike pledge.

In the summer of 1944 Browder announced the dissolution of the Communist Party and the formation, in its stead, of the Communist Political Association, an educational society. With this came announcement of the association's support of Roosevelt for a fourth term.

Came VE day and shortly thereafter the famous letter by the French Communist leader, Jacques Duclos. The letter was purportedly published in the April issue of a French Communist organ. Fred Woltman, New York

NATION'S BUSINESS

Chicago and Northern Illinois

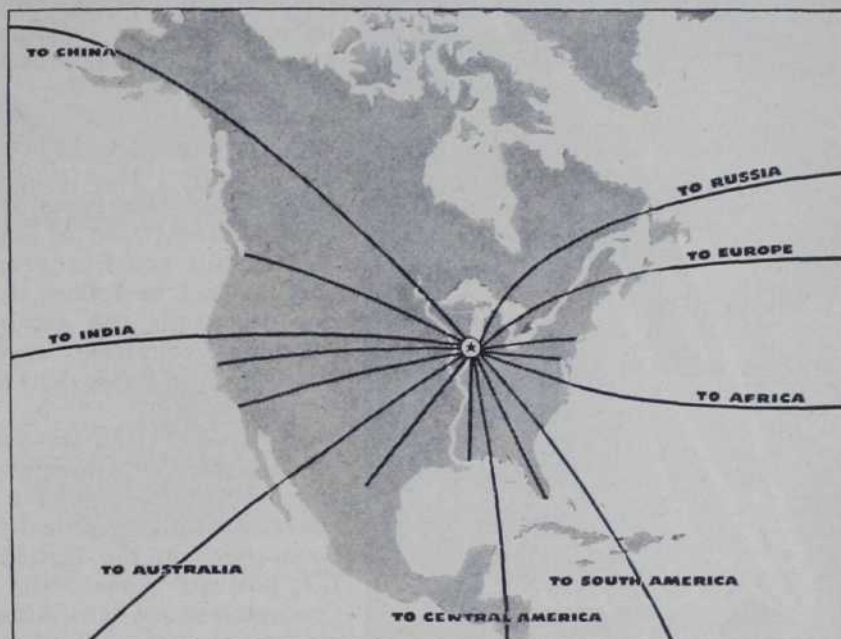


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center of World Airways

railroad center of U. S.

the "Great Central Market"



Industries locating in this area have these outstanding advantages—

Railroad Center of the United States . . . Served by 22 trunk line and 17 belt, terminal and industrial railroads—within overnight reach of 50,000,000 consumers.

The "Great Central Market" . . . Retail and wholesale trade of more than eight billion dollars annually.

Financial Center . . . More than eight billion dollars of financial assets available to business.

Adequate Postwar Labor Supply . . . Skilled and unskilled, for diversified industry and construction—best record for good labor relations.

2,500,000 Kilowatts of Power . . . Plentiful supply for industry, home and farm.

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Great Inland Port . . . The harbors of the Chicago area normally handle more water-borne traffic each year than does the Panama Canal.

Great Food Producing and Processing Center . . . In the heart of the nation's richest agricultural lands.

Leader in Iron and Steel Manufacturing . . . Chicago Industrial Area ranks high in the manufacture of iron and steel products.

Tremendous Coal Reserves . . . Short haul from great central bituminous fields.

World Airport . . . For national and international air transport.

Geographical Center of U. S. Population . . . Has gradually moved westward—now located within this area.

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These are some of the advantages that make Chicago and Northern Illinois pre-eminent in the industrial future of the United States—the first consideration in a choice of industrial re-location. As an aid to business, agriculture and industry, wherever located, we have established a department to assemble and make available factual data concerning this area.

In carrying forward this work, we will cooperate fully with all other agencies interested in the progress of Chicago and Northern Illinois. You are invited to make use of the services of this department. Communicate with the TERRITORIAL INFORMATION DEPARTMENT, Marquette Bldg., 140 South Dearborn St., Chicago 3, Ill.—Telephone Randolph 1617.

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World-Telegram authority on Communism, revealed its arrival in this country in an article on May 22. The *Daily Worker* printed Duclos' letter May 24, together with a statement by Browder saying it was "worthy of thought."

Criticism of Browder

DUCLOS wrote that he had received many inquiries as to what had happened in the United States and that he now had the information. In a long-winded document of some 10,000 words, he weighed the statements of Browder and Foster some 14 months before, and closed by chastising Browder for "rewriting Marxism!" Incidentally, he revealed that the party in the Union of South Africa, in Australia and European countries had refused to follow the Browder line, although the party in Latin American countries, specifically in Cuba and Colombia, had accepted it. Duclos wrote:

"By transferring the Teheran declaration of the Allied governments, which is a document of a diplomatic character, into a political platform of class peace in the United States in the postwar period, the American Communists are deforming in a radical way the meaning of the Teheran declaration and are sowing dangerous opportunist illusions which will exercise a negative influence on the American labor movement if they are not met with the necessary reply.

"In the United States the omnipotent trusts have been the object of violent criticism. It is known, for instance, that the former Vice President of the United States, Henry Wallace, has denounced their evil doings and their antinational policy."

In this connection, Foster in his original dissent complained that President Roosevelt, Wallace and Philip Murray did a better job than Browder of exposing the "reactionary content of Big Business' slogan of Free Enterprise."

In commenting on the Duclos letter, Browder said he himself had been wondering whether the way in which the industrialists, the imperialists, the monopolists *et al.* were acting up did not call for a reexamination of the party program. The evidence is abundant that he was moving fast in an effort to head off what was in store for him. Six days before he had begun to sneer at "free enterprise," and about the same time, had editorialized in the *Daily Worker* on President Truman as follows:

"Let President Truman know that he must come forward and take up

the fight for the nation's interests where Roosevelt left off, and only in Roosevelt's manner. History is moving ahead at great speed and Churchill is making a powerful effort to shape the future in a reactionary direction—and is pulling America in his wake in default of an American leadership to resist it.

"President Truman is being denied by events any opportunity for further leisurely study."

The *Daily Worker* condemned President Truman's invitation to Herbert Hoover to visit the White House. It was carrying on a severe denunciation of our delegates at San Francisco—Stettinius, Connally and Vandenberg—for refusing to go along with Soviet Russia's proposal to grant freedom to the mandated and trustee islands and colonial possessions, and for admitting Argentina to the conference. It is not without significance that the Duclos letter was timed with these grievances at what was going on at San Francisco.

Upon the publication of this letter, the party leaders acted with amazing alacrity. Within a few days they had met and thrown Browder as well as his program overboard. He was removed from party leadership and as editor-in-chief of the *Worker*. A triumvirate composed of Foster, Eugene Dennis and John Williamson was placed temporarily in charge.

A new program of action was published in the *Worker* on June 2, just nine days after the Duclos letter. Browder was the lone dissenter both in the board and in the national committee. He defended his action as necessary to reelect Roosevelt and stalked out of the meeting. Later he apologized.

Active in world affairs

THE new declaration reveals that the American Communists are primarily concerned with world affairs. Out of the world disorder they hope for communization of the continent of Europe and of Asia. Their activities are being aimed against our co-operating with the British in running Communist Tito out of Trieste, what they consider our cooperation with the British against the Communists in Italy, in Greece, in Belgium.

Their domestic program of agitation and incitement is but a vehicle to the broader aim. Maybe with this country isolated in a world of Communism, Communism would come easier here. In the meantime, the domestic program is designed to establish them as an influential force in the councils of government. They feel

their influence was retarded in the period of cooperation. Duclos claims that half of the membership failed to register, as ordered, in the Communist Political Association which was to take the place of the party.

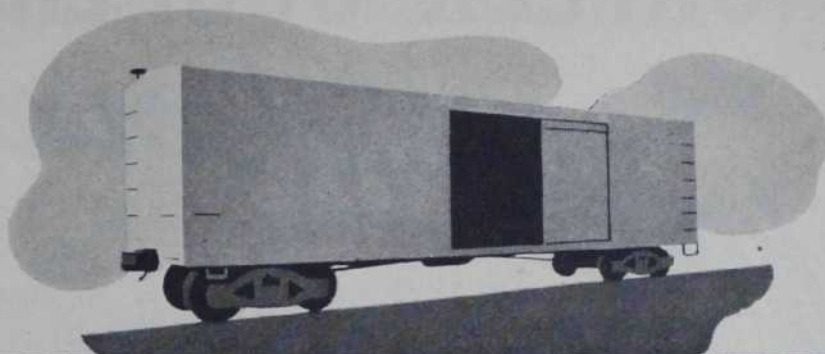
As a part of the domestic program the Communist dream of an independent Negro Soviet Republic in the American South has been revived. In pre-Browder Communist doctrine, the party was on record in favor of establishing a belt running in a semi-circle from Virginia to Texas, of abolishing existing, "artificial" state lines and setting up a territory where Negroes would be given the complete right of self-determination, the right to set up their own government and the right to separate, if they wished, from the United States.

This plan was dropped during what Benjamin J. Davis, Jr., Communist member of the New York City council, recently called Browder's "revisionist errors."

Writing in the *Daily Worker*, Mr. Davis recently came out strongly for the Negro Soviet plan.

In the American Communists' domestic program are also several demands or slogans which are of direct concern to business. They include:

1. Push the fight for 60,000,000 jobs.
2. Make the right to work and the Roosevelt Second Bill of Rights the law of the land.
3. Increase purchasing power to promote maximum employment. No reduction in weekly take-home pay when overtime is eliminated.
4. An immediate 20 per cent wage increase to meet the rise in the cost of living. Establish an adequate minimum hourly wage on a national basis.
5. Establish the principle of the guaranteed annual wage.
6. A shorter work week without wage reductions.
7. Support President Truman's proposals for emergency federal legislation to extend and supplement present unemployment insurance benefits. Provide adequate severance pay for laid-off workers. Insure the retraining, education and reemployment of the young workers.
8. Prevent growing unemployment during the reconversion and postwar period by starting large scale public works programs.
9. No scrapping of government-owned industrial plants. If private industry cannot operate these at full



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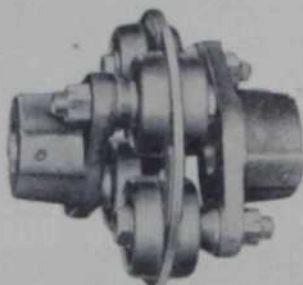
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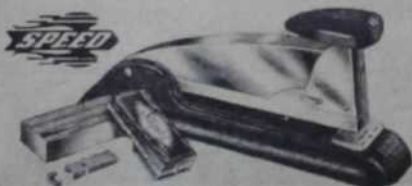
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capacity for peacetime purposes the Government must.

10. Prosecute war profiteers.

11. Pass the Wagner-Murray-Dingell social security bill.

12. Maintain equitable farm prices.

13. Guarantee jobs to all veterans.

14. Press for speedy enactment of legislation providing for substantial demobilization pay, financed by taxes on higher personal and corporate incomes.

It will be noted that most, if not all of these proposals are being advocated by other groups. The Communists want to get in on the agitation and they will bring considerable skill and resourcefulness to it. The degree of their forcefulness, unlike that of other groups advocating the same measures, will depend in most instances on the political situation in some other country and whether our State Department is performing in accordance with their world plans.

An industrialist would be pretty surprised at a strike in his plant ostensibly based on workers' grievances but really growing out of the political situation in some remote country. Yet this is exactly what may happen.

Ephraim Schwartzman, widely known in the intellectual labor circles, a former Communist, wrote in a CIO publication, apropos of the new party line:

"Communist controlled unions will be called to strike at the drop of a hat.

"If England and France give Russia what she wants, the revolutionary policy can be held in abeyance. If Russia does not get what she wants, then the revolutionary policy will be given full play."

To Communists everywhere Russia is the symbol of Communism in power, it is the advertised country of the proletariat. Russia's war contribution is advertised as what can be accomplished under Communism, and woe to the man who suggests Russia did not save the world; if he suggests Russia is not the touted land of milk, honey and righteousness, he is trying to bring on war between that country and this.

Most of the reformed Communists and the advanced Liberals are bitter toward the Communists because they contend Communism is not practiced in Russia, that the Communism of Lenin has been diverted to dictatorship. It is the alleged thwarting of the philosophy they resent, not the philosophy itself. They are far more denunciatory of our Communists for this reason than the conservatives or "reactionaries."

Sidelights on Germany

(Continued from page 42)

for physical labor. American authorities employ large numbers of Germans on their repair and rehabilitation projects but for the most part they are trying to stimulate each German to exercise his own initiative in earning a livelihood.

Food cards are issued only in limited areas. There is a considerable difference in the natural conditions which confront the occupying forces. South and West Germany is a rolling country of small towns and villages and few large farms devoted to single crops. People on small farms are more able to look after themselves than people on large estates, characteristic in the Russian-occupied area.

The Russians have made no move to collectivize the land, in fact, the German Communist Party has come out for private ownership. But the Russians are adopting over-all, mass methods of dealing with agricultural problems. For example, they require German farmers in their area to deliver ten per cent of their grain crops in each of the following months: August, September, October and November. Farmers are permitted to sell surpluses on the open market.

★ ★ ★

IN the American zone, banks have been promptly opened for business and hoarded currency has been pouring in for deposit. In one German bank deposits were multiplied ten times after the first few days of American occupation. There are no mail deliveries to private homes nor is mail collected from mail boxes. But letters may now be mailed at post offices in the U. S. and British zones for delivery inside the zones.

The weather has been favorable for crops and the food situation will remain reasonably satisfactory during the summer. It is expected that in Bavaria there will be enough food to pull through the coming winter. The American military governor, Colonel Keegan, is trying to stimulate food production. One method is his announcement that no beer will be brewed until grain crops are back to normal.

★ ★ ★

IT is reported that Marshal Stalin traveled to the Potsdam Conference by rail from Moscow without

Condensed Statement of Condition June 30, 1945

RESOURCES

Cash in Vault and in Federal Reserve Bank	\$ 558,497,656.48
Due from Banks	267,833,208.54
TOTAL CASH	\$ 826,330,865.02
United States Government Obligations, direct and fully guaranteed	2,608,100,476.24
State, County, and Municipal Bonds	253,873,771.17
Other Bonds and Securities	105,462,204.91
Stock in Federal Reserve Bank	6,092,600.00
Loans and Discounts	931,247,699.05
Accrued Interest and Accounts Receivable	14,889,953.31
Bank Premises, Furniture, Fixtures, and Safe Deposit Vaults	24,794,172.84
Other Real Estate Owned	428,803.29
Customers' Liability on Account of Letters of Credit, Acceptances, and Endorsed Bills	10,525,975.93
Other Resources	104,319.59
TOTAL RESOURCES	\$4,781,850,841.35

LIABILITIES

Capital:	
Common (8,000,000 Shares)	\$ 100,000,000.00
Preferred (404,278 Shares)*	8,085,560.00
Surplus	95,000,000.00
Undivided Profits	20,034,051.23
Reserves	4,142,663.26
Preferred Stock Retirement Fund	162,053.65
TOTAL CAPITAL FUNDS	\$ 227,424,328.14
Reserve for Bad Debts	8,741,302.60
Demand	\$2,702,438,180.02
Deposits	
Savings and Time	1,820,115,683.88
Liability for Letters of Credit and as Acceptor, Endorser, or Maker on Acceptances and Foreign Bills	10,757,753.22
Reserve for Interest Received in Advance	3,825,766.46
Reserve for Interest, Taxes, etc.	8,547,827.03
TOTAL LIABILITIES	\$4,781,850,841.35

*Issued at \$50 (\$20 Capital—\$30 Surplus), Annual Dividend \$2. Preferred to extent of and retireable at issue price and accrued dividends.

This statement includes the figures of the London, England, banking office.

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"These customers, including millions of men and women as well as business concerns, both large and small, constitute a fortune in friends . . . an asset which can never be evaluated. For the dollar resources of this bank—as with any other business institution in this nation of free enterprise—have as their most important bulwark that intangible factor known as customer goodwill."

—L. M. GIANNINI, President.

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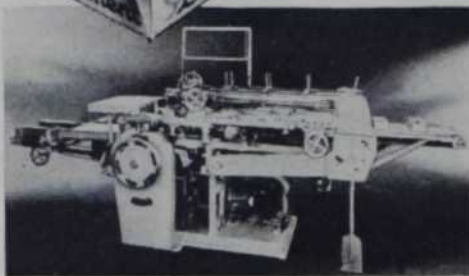
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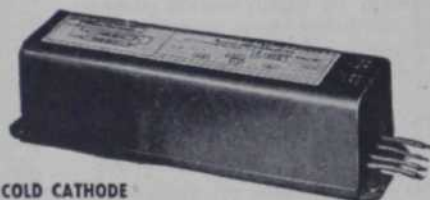
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changing cars. If this is true, the Russians have already widened the railway gauge on the main line—Moscow, Warsaw, Berlin—from the standard gauge of four feet, eight and a half inches to the broad Russian gauge of five feet, two inches. If the Russians widen all the tracks in their zone, it is clear that they foresee more trade and communication between occupied Germany and the East than between the different zones of occupied Germany itself. In other words, there are to be at least two Germanies for the purposes of trade and travel.

★ ★ ★

THERE is no sure evidence now of whose policy is going to be the most successful or prove the wisest in the long run. We hope we can learn something from the Russian methods and the Russians can learn from ours. We ought particularly to beware of the idea that we are engaged in a competition for the favor of the German people. This is certainly not the case.

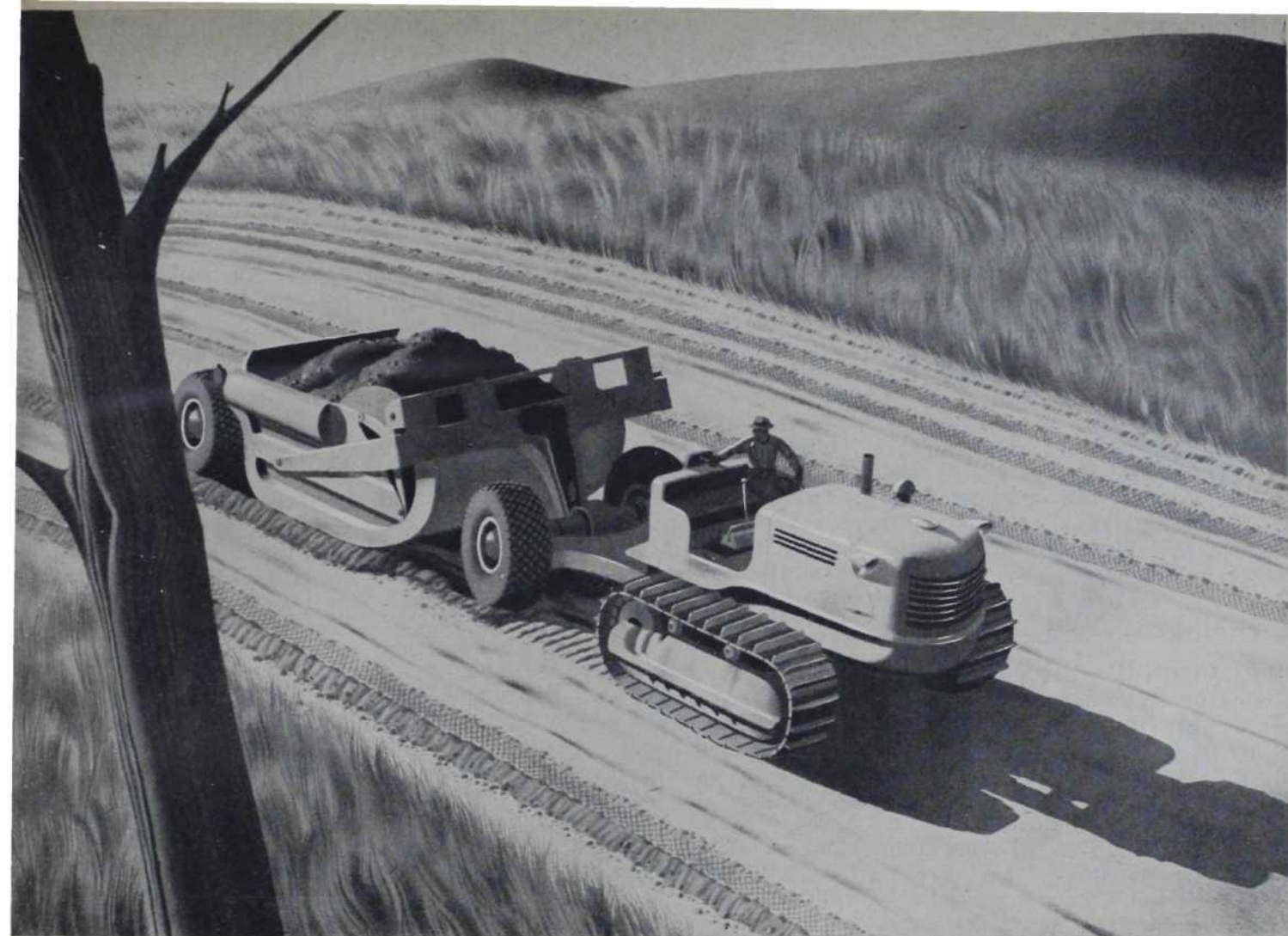
★ ★ ★

AN American Government representative just back from the Ruhr visited a large German plant which was almost completely destroyed by aerial bombardment. He reports that the entire labor force of the plant assembles in the ruins every morning at 8:30 looking for work. Perhaps this is force of habit. Perhaps it is an attempt to present a valid claim to regular pay, perhaps it is the desire to impress the allied authorities with the necessity of getting German industry back to work again.

★ ★ ★

WHAT should we think about these diverse occupation policies? Should we approve or deplore them? To begin with, it was almost inevitable that allied policies should be unlike. It is the natural and convenient thing for occupying officials to do things in their own traditional way.

In the next place a differentiation of policy in the occupation zones of Germany added to the existing differences will mean the setting up of German economy by regions rather than Germany as a single unit. This is one of the most effective ways to prevent a revival of German militarism and a third German war. If German industries are rebuilt large enough to supply only one zone with their products they will not present much of a menace to peace.



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Their job is to make molehills out of mountains . . . to displace earth masses that obstruct the routes of modern transportation. A battery of these new earth-movers could scoop up and shift a pile of dirt the size of the Pyramids while old-style equipment was grading a stretch of country road. Earth-moving is their business—a tremendously heavy business, made lighter by the use of HYCON hydraulics under *Finger-tip Control*.

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now are HYCON pumps and valves, or assembled complete power units, to supply *measured pressures* of 3000 pounds for a wide variety of commercial applications. They will control or actuate machine tools, giant presses, dump-truck lifts, materials-handling mechanisms, remote-control circuits, and test high-pressure apparatus.

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Victory Gardens in the Sea

(Continued from page 26)

a campaign has not been forthcoming. A few merchandising firms in Chicago, Kansas City, and New York got out attractive cook books which revealed the mysteries of fish cooking. There were a few radio programs. The Fish and Wildlife Service published a useful pamphlet for housewives. More effective, perhaps, was the Service's guide prepared for Army mess sergeants, which lifted the curtain on how to buy as well as prepare fish. But to the average American housewife, fish is still fish. Few realize that fish differ as much as do different kinds of vegetables, both in savoriness and in the way they should be cooked.

Fishing costs may stay high

OPERATIONAL costs are expected to remain high for some years. Fishermen will continue to pay big prices for gear, nets, tools, boats and mechanical equipment, with no zooming wartime checks to pay their bills. Ashore, processors and manufacturers probably will have no relief from present high labor costs and will continue to pay plenty for equipment.

During the war, Canada developed a flourishing production of frozen and filleted fish in the North Atlantic. The quality of the products is high. Some are already trickling into American markets. East Coast dealers are won-

dering how much trouble they are going to have meeting this competition after the war. Except from Canada, the United States has imported practically no fish since Pearl Harbor.

On the submarine-infested seas, as well as in its less romantic but important shore processing operations, the American fishing industry has been the Little Giant among the American war industries these last years.

When Uncle Sam pulled more than 700 of the best and largest boats out of the fishing fleets for coastwise scouting duty, there was a good deal of apprehension about what would happen to commercial fishing. At about the same time, nearly 55 per cent of the industry's prewar personnel, both fishermen and shore workers, migrated out of the industry, 45 per cent going into the merchant marine and the armed forces and 10 per cent into war industries. Enormous military demands for essential fishing equipment, such as hemp rope and cotton twine, did not help.

For a year, the fishing industry staggered. The total catch dropped from 5,100,000,000 pounds in 1941 to 3,900,000,000 in '42. Then production began to climb back—to 4,200,000,000 pounds in '43, and 4,500,000,000 in '44. The 1945 catch is expected to equal, perhaps exceed, last year's. Due to the rise in prices, the value of the catch to the fishermen has increased from

\$99,000,000 in 1940 to \$207,000,000 last year.

The job was done mostly by every crew member working longer and harder. A few new ships were built in 1943, but it was not until '44 that replacements began in earnest. (Today, the fleets are about at prewar strength.) Many of the gaps in personnel at sea never were filled. Fishing is a trade that requires so much salt water experience that it did not prove practicable to use landlubbers. Most of the work had to be done by the prewar men who remained on the job. In 1940 the average fisherman pulled in 47,000 pounds of fish; in '44, the catch was 65,000 pounds per man. (In '40, the average farmer contributed 34,500 pounds of food to the nation.)

Men short in all fleets

GENERALLY, the wartime tribulations of the New England fishing fleet were the same as those of the salmon and sardine fishermen of the Pacific Coast and Alaska, of the shrimp fishermen of the Gulf, and of the fresh fish crews of the Great Lakes and Midwest rivers—manpower shortages, priorities headaches and scarcity of boats.

Ninety-five per cent of our commercial fishing is done in salt water. The fresh water industry consists mainly of the Great Lakes fishing fleets, plus a relatively small section on the Mississippi and a few other large inland rivers.

It is estimated there are about 100,000 fishermen in commercial pursuits today. Ten per cent catch 50 per cent of the fish. Another 90,000 persons are in the wholesaling and processing fields. Allied industries manufacturing nets and gear, building boats, etc., employ about 300,000 more.

America's fisheries rank second largest in the world, being topped only by the Japanese before the war. It is our oldest national industry.

Inside the industry, the most striking war development has been the sudden growth of shark liver production, which has provided a large share of the Vitamin A supplies for the Armed Forces and Lend-Lease. A few years ago sharks taken by fishermen were worth about \$500,000 a year. In 1943, sharks brought American fishermen more than \$8,500,000. All but several hundred thousand of this came from the sale of livers. The soupfin shark, found principally along the Pacific Coast, has an exceptionally large liver. Its oil contains the highest known natural concentration



With many trawlers going into war service, those remaining have had to go to sea more often to provide the seafood that we need



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Another development, largely of wartime origin, has been the upsurge of the rosefish on the East Coast. These little fish, formerly thrown away, now are giving the respectable haddock stiff competition for leading place in the country's fillet markets. In 1943, the rosefish catch outstripped the haddock—115,000,000 pounds to 100,000,000 pounds—but, since haddock contains less waste, the total quantity of food it provided is somewhat larger than that provided by the rosefish. The rosefish is plentiful and cheap to catch. However, it owes its present fling mainly to new filleting processes which make the slices of firm meat, with no bones or waste, popular.

Oyster fishing has slipped, due to labor shortages and to the severe storms of the war years. Also, fewer oysters were available in the 1944-45 marketing season because many companies sold their entire stock, including three-year-old oysters, in 1943-44, to take advantage of high market prices.

The oyster, by the way, is master of one remarkable trick. He can change his sex. Most oysters are born as males, but by the time they become a year old, the balance of the sexes is about even.

Processors' profits are up

ASHORE, fish processors and manufacturers of fish by-products, have had their wartime headaches, of course, but have participated in the general price improvement which has increased overall profits in the industry about 160 per cent since 1940, according to estimates by government statisticians. (This figure takes account of higher operating expenses—often double prewar—but stops this side of the income tax sheet.)

Many products turned out by "reduction" plants on both Coasts have performed vital war services. Oils, pressed from California sardines, Alaska herring, and the Atlantic menhaden, made high grade lubricants for rapidly moving machinery. Used also in aluminum casting, manufacture of plastics, paints and soaps, they were rated as so essential to war production that the Government imposed strict control over their distribution. Total output in the United States has been upped from 24,800,000 gallons in 1940 to 28,000,000 gallons in '44.

Fish meal and vitamin feeding oils

played a vital part in increasing our wartime production of ham, bacon, and eggs. They are one of the three primary sources of animal protein used in feeding livestock and poultry. Fish meal plants on both coasts turned out 212,000 tons in 1944 as compared with 193,000 in '40.

The worst shorebound headaches in the fishing industry have been in the distribution field, where motor truck shortages and irregular rail schedules have kept sea products from many a market that would have been glad to get them.

Regulation has been small

IN comparison with agriculture, the fishing industry has had relatively little government wartime regulation. In '42, the President set up the Office of the Coordinator of Fisheries, in the Department of the Interior. Harold Ickes was appointed Coordinator, but the work has been done by a staff of 60, in Washington and in the 11 regions, mostly people from the Fish and Wildlife Service.

In the sardine ports of California, representatives of the Coordinator's Office hold forth on the wharves as traffic cops and direct incoming seiners to the cannery that is ready for their cargo. Previously a fishing night was often lost while the vessel waited in line to deliver its catch.

Another "order" from the Coordinator effected a concentration among salmon canning plants in Alaska and on Puget Sound, to save manpower, fuel, and shipping space. A fourth of the Alaskan plants were closed and their production quota taken over by the larger canneries, the small plants retaining their share in the profits of the combined enterprise.

The Coordinator's Office has undertaken no regulation on the Atlantic, but has championed the fisherman's cause before WPB when priorities were needed for equipment.

OPA did not move in upon the fishing industry until July, 1943, when prices were fixed on some of the major fresh and canning varieties. At that time, dealers were having a riotous time; many prices had tripled. (OPA tables admit a 250 per cent general increase.) Since, they have been stabilized at 150 per cent of prewar.

While the Gulf shrimp trade has been the principal stronghold of the Black Marketeers, there has been some illicit trafficking on the Atlantic Coast. OPA never has had enough inspectors to enforce its rulings. Often regular ceiling prices are paid, but the trawler captain is bribed by offers of

free refrigeration for the next trip out or perhaps a fur coat for his wife. One Atlanta restaurant never disappoints its shrimp-fancying customers because the proprietor's brother has a diner on the wharf of a Gulf port where fishermen are served free liquor as long as they can take it.

Looking toward the future when American consumers have forgotten they once had to buy fish, fishing industry leaders believe there is a good prospect of expanding markets. There are large areas of the United States that have been neglected—notably the Middle West. At present, most of the ocean fish is sold in a zone about 200 miles deep along both coasts. Improved refrigeration methods will make it possible to send frozen products in first class shape to points all over the Continent.

Salmon processors are worried over the proposed construction of 100 dams for flood control and hydroelectric power in the upper Columbia River Basin where the best quality salmon originate. While new spawning fields can be created in the lower tributaries of the river, fish hatchery experts do not believe they can offset the loss.

Check Jap competition

IT is hoped the Japanese will be barred permanently from Alaskan fishing waters. Before the war, Jap salmon and crab fishermen, who made their catches off the American coast and packed their product at sea, used to undersell American products in American markets. The Canadian Government already is on record in favor of keeping them away after the war; American fishermen expect Washington will do likewise. Mexico chased the Jap shrimp fleets from their concession zones off Lower California before the war. When they were operating there, the Japs could undersell American shrimp in Los Angeles and San Francisco.

In equipment and boats, the American fishing fleets on both coasts are stronger today than ever. Some of the new vessels will be floating fish factories, capable of processing the fish at sea and locating their prey by means of fathometers that can detect schools far below the surface much as submarines are detected during wartime.

Larger postwar vessels will enable the Pacific fishing fleets to venture further westward and down the South American coast exploiting new areas believed to hold rich harvests.

The aim is to try to double American fish consumption by 1955.

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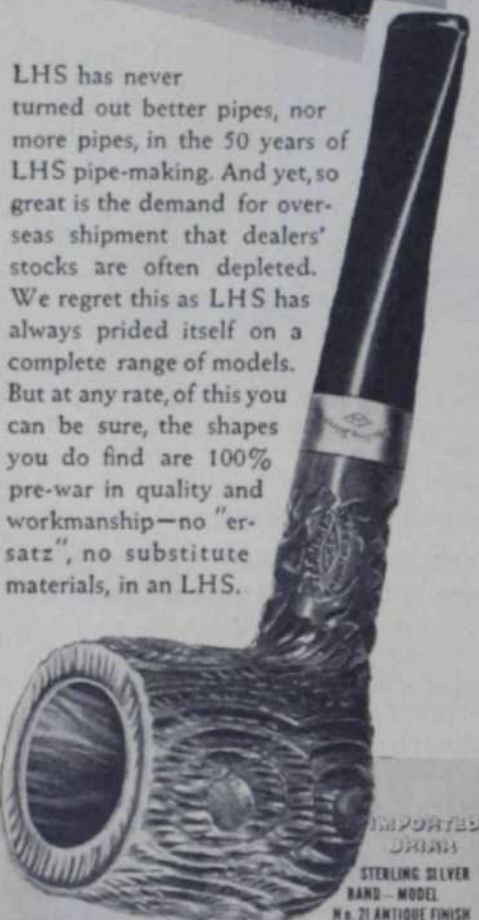
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War Veterans Are People, First

(Continued from page 22)

them back. He has shared in the great and agonizing adventure of his generation. He has proved his manhood. He has helped make history. It may be that the young man who, for one reason or another, had to stay at home will count the war years, in the end, more lost than the veteran does.

If any soldier, who has sweated it out on his wretched island, any sailor who has tried to sleep at night when the suicide bombers may be coming through at any moment, sees these words and laughs bitterly at them I can't do anything but ask him to wait for ten or 15 years.

Give him an equal chance

NO, we can't give him back his time. What we can do is to give him as good a chance in life as he would have had if there had been no war and he had stayed at home—or wandered at his own sweet will. If his training in service fits him for a job he wants he should be helped to get that job—the Veterans Employment Service is already doing something in that line for men who are coming out of the Army.

If he needs further training he should be assisted in getting it. If he has the qualities for professional life he should have the chance to study for it. If he wants a small business or a small farm and has the tastes and abilities that promise success he should have reasonable credit.

He will want all these things, which is lucky. If every veteran desired a small business or a small farm there would be a crisis; or if every veteran wanted to be a lawyer, doctor or engineer; or if every veteran wanted to be an airplane pilot or even an airplane mechanic. There is safety in the variety of things the veteran will crave.

But mostly he will be after the "currency of opportunity." He will ask for a gambling chance to get on in the world. Getting on in the world is a fine old American tradition. Times have changed but I don't believe this ambition has changed or is likely to. It is the spice of life in America. It is the salt tablet that keeps us healthy, no matter how much we sweat over our work.

And what does one mean by getting on in the world? In some cases getting on means reaching a position where one can give orders instead of taking them. It doesn't always mean

that. I recall a personnel study in a certain business which showed that many white-collar workers didn't particularly care to be promoted to greater responsibilities. They did want to receive more credit, and of course more pay, for what they did where they were.

In some cases getting on means accumulating money. I see nothing wrong with this ambition, though taken all by itself it is a limited one. But not every one, not every veteran, will care for money for its own sake. The veteran will wish a comfortable living (who doesn't?) but sometimes he will want even more the satisfaction of doing what he wants to do.

I have known scientists, teachers, skilled workers, artists and even specimens of that much-abused species, the business man, who wouldn't have changed their jobs for double the income they were receiving. I met a banker in California a while ago who had just had an opportunity to be twice as big a banker in New York City, in money terms, as he could be where he was. He refused. The big town didn't tempt him.

Humans choose different prizes

IT is fortunate that human nature is like this, because if we count the big prizes solely in terms of authority or solely in terms of money there are plainly too few to go around—too few, indeed for the average man, the average veteran, to get one. Every American boy is thought to have a chance to become President, but if every boy believed he would be President and every man nursed a bitter disappointment when he couldn't be, this would be an unhappy nation.

Getting on in the world will mean for the representative veteran something simpler and less dramatic than being the richest or the most influential man in his town, county or state. It will mean finding the life job in which he is the happiest. It will mean developing his abilities to the full.

To do that he must live in a free society, in which everyone has a chance to experiment, look around, try one job and, if he doesn't like it, try another, fail in one business and succeed in another. In the good old phrase, the veteran will want to be allowed to find himself.

How much planning does that take? I don't intend to dip into politics in this article. I do think that, apart from the special things already

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mentioned that we can do, are doing or will do for the veteran, the kind of planning we need is not for the veteran alone. It is planning of the whole population, by the whole population, for the whole population. Government, which represents the whole population, will have a hand in it. Organized labor will have a hand in it. The farmers will have a hand in it.

I know that the word planning has come under suspicion in the United States. We associate it with the planning of autocratic governments. But it is just as possible to plan for freedom as it is to plan for coercion. We can plan to keep open an area of free choice within which the individual can grow to his full stature.

Veterans will want liberty

THE veteran, I believe, will wish to live in an atmosphere of liberty. Liberty, in the very nature of things, is incompatible with absolute security. We will have enough social legislation to make sure that no one starves, and probably some additional laws giving the veteran a little extra consideration when he needs it. We won't guarantee him wealth or outstanding success. We can't. He will have to take some risks. He will want to take some. They won't scare him after what he has been through.

To offer a fantastic illustration, suppose we gave every returning veteran a life pension of \$4,000 a year. We could actually pay this sum for half the peak annual cost of the war. The dollars might be worth less and less as the years went by, but still there they would be. I doubt that this is what the returning veteran craves. Nor \$2,000. Nor even \$1,000. He doesn't want financial crutches any more than, after his leg wound is healed, he wants real crutches.

For what is the most important fact about him? At the moment it is that he has just come out of military service—or wants to. But, essentially, the important fact will be that he is a young American, chosen for physical and mental soundness, who happens to have been in service. He will want to look ahead to the things that healthy young Americans have always looked forward to: adventure and discovery; education and experiment; play and competition; love, marriage and a family; a place won by his own character in his own community.

The essentials can be planned. The details cannot. The typical American career has never been a steady march from adolescence to the grave. The continent has been so rich that there



Any man worth his salt will ask this question about his job

He may never put it into words but he asks it just the same: "Does this job give me a chance to get ahead?"

THIS points up one advantage of a sound pension or group annuity plan. It gives ambitious young men a chance for advancement because it permits the regular retirement of older employees. In addition, it lessens the fears of employees who worry about their future security.

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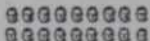
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are now available*

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ALL TYPES OF STAPLES APPLIED BY MACHINES
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could be happy accidents. There still can be. The frank biographies of outstanding persons reveal this much. They were in the right spot at the right time. They encountered the right man at the right time. They saw opportunities that others had overlooked.

I would like to emphasize again that there are all kinds of success. We see successful people all around us who will never have their names in "Who's Who" nor be rated in a financial directory. But all of them, at one time or another, have taken chances, staked what they had on hopes and dreams, started a little business, moved across the continent, taken over a mortgaged farm, gone to night school, worked at some new contraption after hours in the woodshed, studied the job of the man ahead of them in line of promotion.

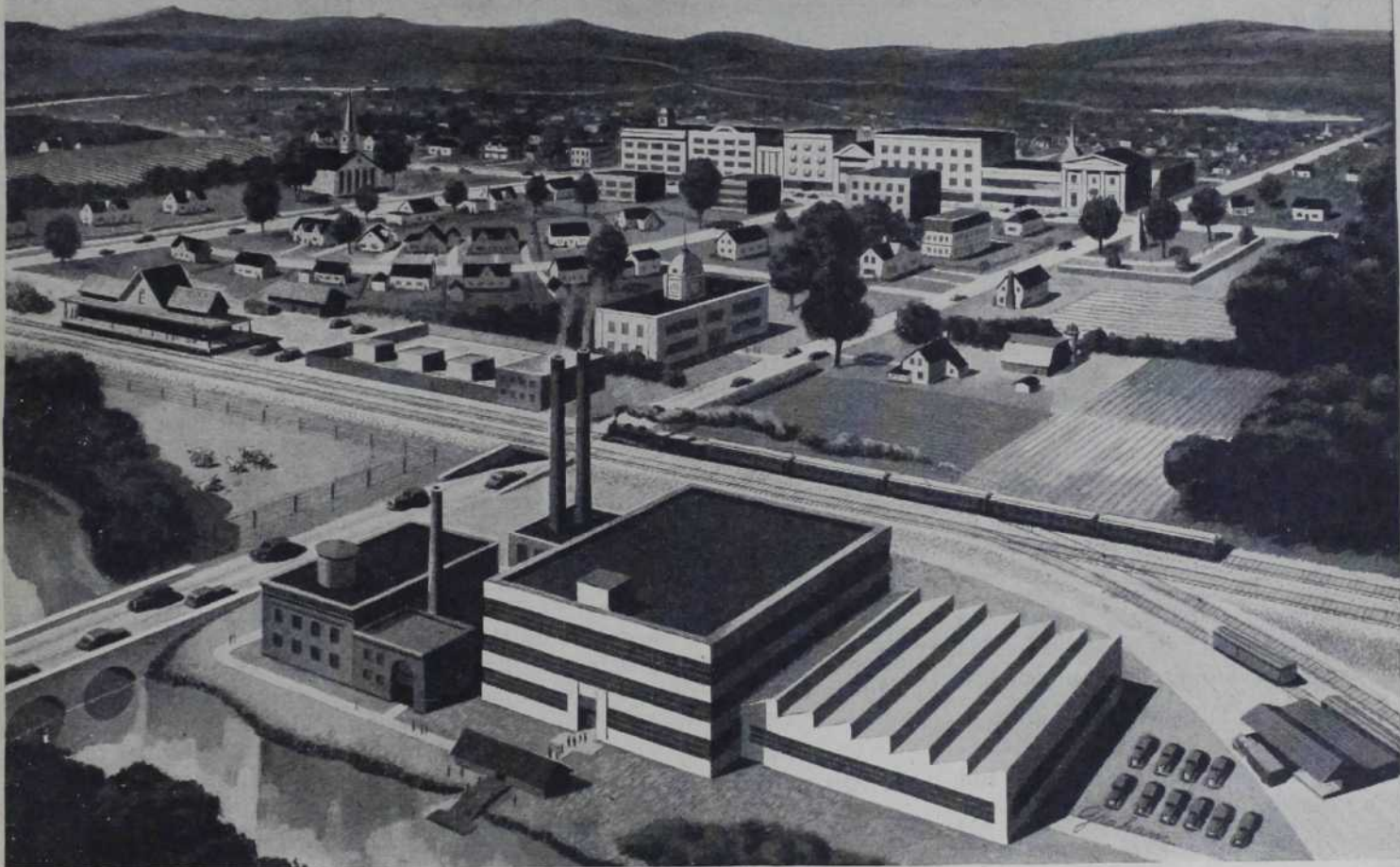
There is still room at the top. There is room at a satisfactory level of achievement for the homecoming veteran. He is mustered out of service, but at the higher age levels the men who once seemed so firmly entrenched are continually being mustered out of service, too. They grow old, retire, die. The corporation president leaves his desk, the doctor sells his practice, the boss carpenter shuts his tool chest for the last time, the farmer is tired enough to let his son, or some other man's son, take over. This is the law of life now, as it was a century ago.

What can the veteran want? What can any young American want? What can any wise older man want? Only that this remain a democracy, that it become a more perfect democracy, and that there be open to every one an opportunity to use his talents, a chance to play on equal terms the great game of life.



"She says none of these modern commentators are as good as she used to be on the party line"

To the Executives of
THE LARGER BUSINESS
IN THE SMALLER COMMUNITY
and their Bankers



IF your company is planning post-war business *on an expanding basis*, the desirability of making a banking connection of equivalent scope *now* may be important to you.

Such a connection will not interfere with your present banking relationships. On the contrary, it should supplement them and prove to be of considerable assistance to you, not only now, but also in the days of change and unforeseeable business opportunities that lie ahead.

Many of our customers are companies that do business with us *through* their local banks, which are also valued depositors—and on that basis of entire mutual confidence, we invite discussion with forward-looking business executives and their bankers.



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**CONNECTICUT
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LIFE INSURANCE COMPANY
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Why Europe Prefers Cartels to Competition

(Continued from page 35)

minimum wage. What is the difference between a man who wants to maintain a minimum wage and the man who wants to maintain a minimum price? He must not come here and denounce other people's monopolies."

The situation in other European countries is the same as in England.

Charles M. Micou who made a study of foreign cartels for the National Foreign Trade Council appraised it in his discussion, "What Should Be the United States Position Towards International Cartels?" Said Mr. Micou:

"Other nations see in these private agreements benefits of orderly production and marketing which they feel outweigh those of unrestricted competition. As long as national sovereignty is retained, no international negotiations would bring the rules and standards in international trade to exact parity with our own. We must, therefore, re-examine our national laws in their application to foreign trade... Congress must recognize the special problems of foreign trade. The Department of State must recognize and accept its responsibility. The Department of Justice must give up the notion that it is an apostle with fire and brimstone to convert foreign nations to our creed."

High prices without cartels

AS for prices, Europeans have seen corners in commodities subject to cartel arrangements drive prices to extravagant heights but they have also seen corners in commodities not subject to cartels have equally extravagant effects on prices. Obviously, since the purpose of cartels is to protect fixed capital and assure a fair profit, one of their purposes is to raise prices from the ruinous level that occasioned the cartel arrangements.

Actually, however, high prices defeat the basic purpose of cartels—stable conditions and orderly marketing. After the formation of the tin cartel in 1931 the average price was 43 cents a pound, compared to 48 cents for the previous ten years. Friends of cartels will tell you that the high cost producers of Bolivia survived because of the steady supply and stable prices which the cartel maintained—an invaluable help, by the way, to the United States when Japan seized all Far East sources. The history of other cartels, as nickel and steel, seems to

support the European view that they are not price-raising combinations.

The reply of Lord Geddes, English copper magnate, to charges that cartels are antisocial, when his companies in Northern Rhodesia were under attack in the British Parliament, was "They produced the copper, raised the money from private sources, made a disease infested area habitable for the white man and gave the highest standard of living for wage earners anywhere in the world. We indulged in price fixation and the limitation of output, because if we had competed with one another we would have destroyed each other."

Cartels want volume sales

IT seems reasonable, too, to suppose that, since a cartel is in business for profits which depend on the volume of sales, it does not starve or destroy a market. Supplies may be withheld until an oversupply has been absorbed, but it is not the policy to create an artificial scarcity. The Copper Cartel, formed in 1935, started with a production target of 70 per cent, repeatedly raised it until in January, 1937, all restrictions on production were removed.

None of this should give the impression that European countries consider cartels sacrosanct or above government regulation. Government, in the European interpretation, must be satisfied that they are created for the public good, not contrary to either national or individual welfare, and that their conduct continues proper. The two most frequent complaints, which in some instances have a solid basis in fact, are:

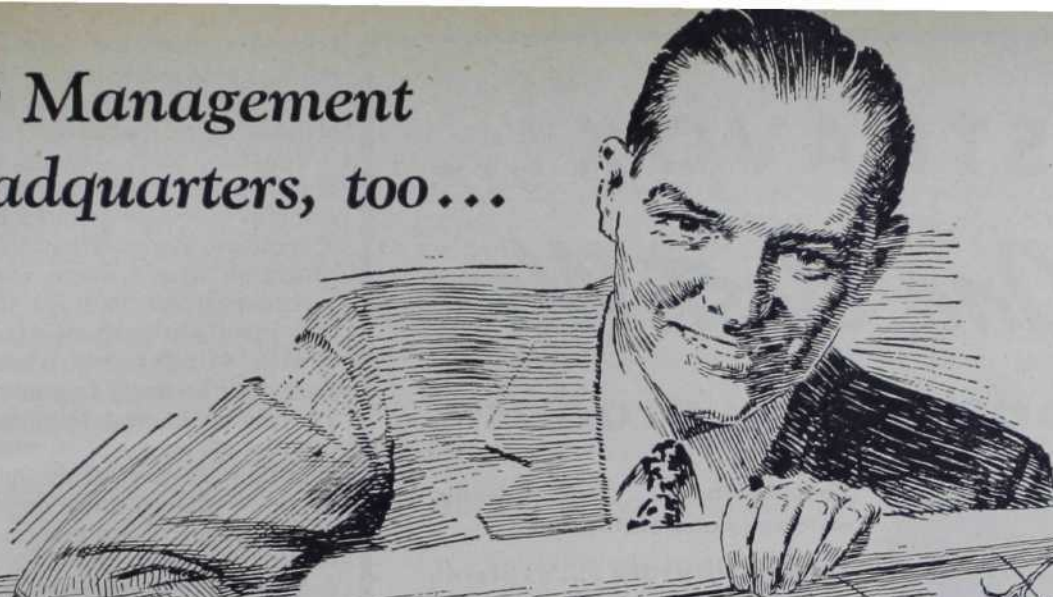
1. That they operate in secrecy, that is, under a "gentlemen's agreement" where everything is oral except an occasional letter.

2. That they buy up and suppress patents and improvements which might outdate their own machinery, thus depriving mankind of the benefits.

These complaints are not peculiar to cartels, however.

Reports of processes and devices, particularly those developed in corporation laboratories, which are protected by patents but withheld from the public are legion. Contrariwise, the inventor of a cotton picker who

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your training message quickly and convincingly.

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●● You will find the Illustravox booklet, "The Illustrated Voice" helpful in planning your postwar training program. Commercial film producers are experienced in the writing and production of film and recordings for use with the Illustravox. The Magnavox Co., Illustravox Division, Dept. NB-9, Fort Wayne 4, Indiana.

refused to put his machine on the market because it might throw thousands out of work was hailed as a benefactor of mankind.

The fact that a cartel is a world organization does not put it beyond reach of law. Any country can require a domestic corporation to report its contracts with foreign corporations.

As for patent holdings, in most cartels, members exchange patents, frequently specifying in what countries they may be used. In some countries, a foreigner cannot take out a patent and the cartel member makes the application. If a country decides that boons to mankind are dormant in its patent office, it can terminate protection earlier than the time now specified and permit anybody to use them.

The patent arrangements made between American, British and German firms before the war have been under especially heavy attack in America on the score that their restrictive character hindered the war effort. That view is not shared abroad. Oliver Lyttleton, War Production Minister, in the discussion of Cartels in the British Parliament, said:

No harm to war effort

"THE free flow of scientific information in an industry is absolutely necessary. The finger of scorn has been pointed at these geographical arrangements, with regard to Germany, and I may say that there is no evidence whatever that any British firm has entered into an arrangement which restricted production of strategic materials. There is no evidence of that whatever but there are some allegations made, which have not yet been investigated, in America. There is not a shred or tittle of evidence in this country."

The more one ponders the problems of cartels, the more one is forced to realize the gulf, which seems almost unbridgeable, that separates the average American view of them from the average European one. Yet a common meeting ground must be found.

A solution to the problem is essential if only for the sake of postwar economic prosperity, but it will only be found by an objective analysis of the problem. It is not a question of taking sides for or against free enterprise or totalitarianism. There are as many who believe that free enterprise and the profit system can only be saved by economic collective security under a system of cartels as there are who believe that they can only survive as the result of intensive, unrestricted, cutthroat competition.

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THE ILLUSTRATED VOICE

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MAKERS OF FINE RADIO-PHONOGRAPHS

United They Bargain

(Continued from page 24)

2. Representation of members in conciliation proceedings before the National War Labor Board, or the arbitration of disputes which cannot be resolved by negotiation.

3. Assistance in the filing of voluntary applications before NWLB or the Salary Stabilization Unit of the Treasury Department.

4. Economic research and statistical services. This activity involves the largest part of the staff. Greatly expanded in 1944 under William H. Smith, Jr., former chief analyst of the Tenth Regional War Labor Board's Wage Stabilization Division, the Council's Research and Statistical Department provides facts and figures which, when laid on the table, are usually the principal basis of decision in contract negotiation or arbitration cases.

5. Public relations, under Frank Carmody, former Associated Press correspondent. Through this activity the Council keeps the public informed as to labor developments in the San Francisco area with a view to maintaining the strong community backing which it has enjoyed thus far in its career. In 1940 when Bridges' International Longshoremen's and Warehousemen's Union attempted to boycott the products of the Euclid Candy Co., because the company insisted that its workers serve out the terms of an AFL contract, the Council published a series of advertisements in local newspapers appealing to the public to "Buy-cott the Boycott," a slogan framed by Almon E. Roth, first president and now chairman of the Council's board.

One of the most important similarities between the Council and the labor organizations with which it deals is its power to suspend a member for violation of its rules. Thus, strict membership discipline and responsibility are maintained.

This power to suspend a member has been rarely used because San Francisco business men realize that it is solidarity and mutual responsibility which give the Council its strength. They have seen the unions get the best of the employer who insisted on operating on his own. That is also why the Council encourages industry-wide organization of San Francisco business groups. One of the most curious incidents in Council his-

tory came in 1941 when it demonstrated its belief in collective bargaining to the extent of forcing the locals of the San Francisco Culinary Union, whose business agents had been operating on a "rugged individualist" basis, to get together and bargain collectively.

These union "individualists" were negotiating "Memorandum Card Contracts" with the city's restaurant proprietors who said the transactions were of a character that resulted in inequitable wage and hour situations.

Stability in labor

PRESIDENT ROTH demanded that the Culinary and Bartenders Union (AFL) sign a master, city-wide contract, and backed the restaurant employers in a 25 per cent wage reduction and extension of the work week from five to six days. A strike immediately ensued. Sixty-seven restaurants were closed for about seven weeks, but the restaurant proprietors and the council won their point. The five-year master contract which resulted when the union ultimately agreed to "talk turkey" gave the workers a number of things they wanted. They got a guarantee against lockouts and other work stoppages, elimination of the split shift for certain types of work, an average wage increase of 16 per cent, a five-day 40-hour week, a closed shop, and a union hiring hall. But San Francisco—the whole community—got a guarantee of stable labor relations in its restaurants for five years!

Kernel of the council operation is the staff and its weekly meetings. I recently attended one of them.

It was 9:30 on a Monday morning in the office of William G. Storie, executive vice president. Ranged around the room were 14 members of the staff, including big George O. Bahrs, president, of whom Harry Bridges once said:

"He's pleasant, but he's damn tough."

The group, most of them clearly in their 30's or early 40's, included specialists on labor relations, negotiators, economists, and lawyers.

Mr. Storie provoked a laugh when he opened the meeting by reading from the publication of the San Francisco Labor Council (AFL) an item quoting a local labor leader as saying that he had been trying for two weeks to get a wage adjustment and was now ready to take the mat-

ter to the Employers' Council. The humor came from the fact that each of those present knew the man in question had been seeking this adjustment not for two weeks but for two years.

Pembroke Gochnauer, the council's legal counsel, formerly executive secretary to the industry members of NWLB, reported on a trip to Washington.

The meeting got serious when President Bahrs reported a problem in the culinary trade across the Bay and at Los Angeles where about 90 per cent of the employers were known by the Government to be paying wages exceeding the legal maximum. The Government was going to put a penalty on these employers, to which he had no objection since it would not be large enough to destroy their businesses and, anyhow, if an employer stole the other fellow's labor he ought to pay the penalty.

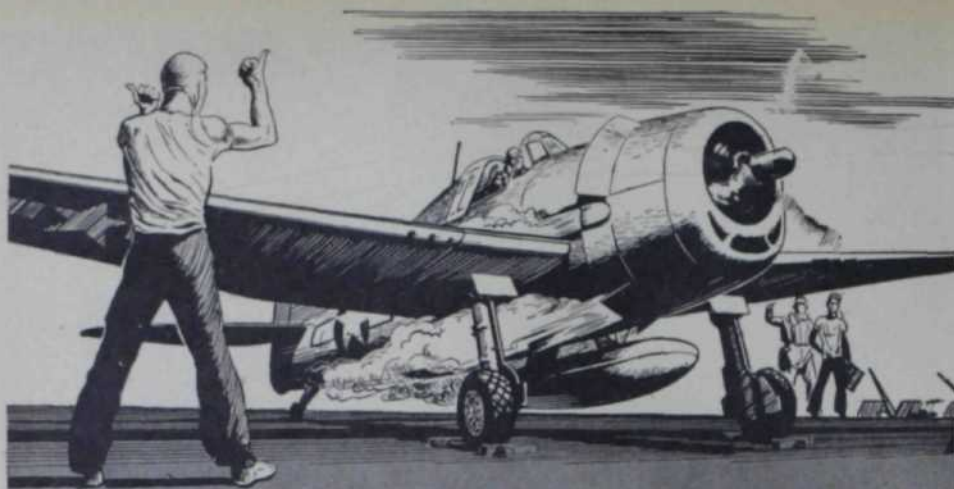
Unions ask illegal wages

ON the other hand, he continued, the root of the problem seemed to be the union practice of instructing members to demand wages exceeding the legal level. A union business manager was reported to have admitted he so instructed his members. Others called attention to the fact that there was NO legal burden on the unions to comply with these wage levels, but only on the employers.

The federal attorney, said Bahrs, intended to prosecute a few of the employers, making examples of them, simply because he lacked the facilities to go after them all. The attorney was afraid, Bahrs reported, that those prosecuted could not understand!

Next—and here is an example of the Council's prestige—Mr. Bahrs informed his colleagues that the industry members of NWLB had to vote soon on differentials for lead men and foremen, ten and 20 per cent increases being proposed for them, respectively, and would like to have some advice. In the long discussion that ensued, the point was made that it is virtually impossible to make so general a classification for lead men and foremen since their duties vary so much in different industries.

The over-all impression of that meeting was of men thoroughly trained in the arts of labor relations, up-to-the-minute in their knowledge of national and regional labor policies, and with no particular sacred cows. They could joke about NWLB, employers, or labor with equal ease. They appeared to appreciate the



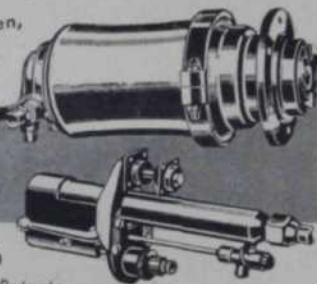
Carrier War and the Breeze Starter

CARRIER WAR

by Lt. Oliver Jensen, U.S.N.R.

"To start the engine of an F6F fighter, you don't press the button of an automobile-type self-starter (that would be too heavy), and you don't spin the prop by hand a la World War I (no man would be strong enough to turn it). Instead you insert a little explosive charge which looks like a shot gun cartridge in a firing mechanism under the engine, then close a little door. The pilot in his cockpit simply presses an electric button, the cartridge fires like a pistol, and the resulting gust turns over the engine".

—from **CARRIER WAR**, by Lt. Oliver Jensen,
U.S.N.R.
(Simon and Schuster 1945)



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As the powerful aircraft engines of the U.S. Navy's hard-hitting carrier squadrons thunder to life under the 30-ton thrust of the Breeze Cartridge Engine Starter, other Breeze products take over to protect crew and communications throughout the attack... Breeze Radio Ignition and Secondary Shielding to eliminate radio interference... Breeze Multi-lectric Connectors to maintain vital electric circuits... and Breeze Armor Plate to help bring back trained personnel and valuable equipment. When final victory has been won, the same engineering research and resourceful-

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NEW JERSEY

velop new resources and improved methods. It moved on to deposits that only assayed about half the previous economic limit, but it produced more copper at a lower price than ever before.

When these deposits in turn began to wane, more improvements were developed—even such astounding things as the Wilfley concentrating table that lowered the cost and increased the extraction so that ore as low as three per cent became economically important.

Graduating another step, the industry progressed to taking on the very low grade "porphyry" mines of the Southwest. The ores assayed around two per cent or less. Again, production of metallic copper increased and the cost per pound went down. Wages went up again.

Somewhere in this chronology the flotation process was developed so that it became possible to extract something more than 90 per cent of the copper content of an ore, instead of an average below 80 per cent, previously considered good. An entire new field was opened up. It was now possible to mine ore as low as 1½ per cent and the raw material resources were multiplied manyfold. Again, the metal price went down and more copper was made available for new uses. The wage scale continued to go up.

Saving for another war

AFTER World War I there were (as always) those who said, "Our copper mines have become exhausted; let's save our remaining resources for another war."

The copper industry, keyed up by the stimulus of war, now found itself in an overproductive state. Mines were shut down and miners thrown out of employment at just the time jobs were most needed. Requisite skills became rusty; frustrated mining labor migrated to new industries; mining schools declined; technicians moved to foreign lands or adapted themselves to other lines.

Then, when World War II came along, the industry was only partly prepared but had managed to improve itself to the extent that large deposits of copper ore as low as 0.7 per cent could become large producers.

So production increased beyond previous dreams. And the price?

The basic price of copper before the war was 12 cents. The ceiling price during the war has been 12 cents. To bring out certain marginal production and certain desired fluxing ores, premiums have been paid



JUNGLE WARRIORS *in Liquid Armor*

To our fighters in the jungles, the whine of insects is as dreaded, and sometimes as fatal, as bullets. This is why every G.I. is issued a two ounce bottle of a miraculous liquid that he can spread over the exposed surfaces of his skin to repel attack by deadly or annoying insects.*

This product is not alone remarkable for its insect repellent efficiency.

It is striking evidence of the efforts of the Offices of the Surgeon General and the Quartermaster General to protect our soldiers under all conditions. The endeavors of these are joined by the composite hand of Science and far-sighted Business Management, whose mission it has always been to guard man's life and improve his way of living . . . A hand that has helped fashion America's commercial greatness and her war might . . . a hand in which her economic future can rest secure and unafraid.

*When our fighters return victoriously and seek equally effective protection against biting insects, they will ask for SKAT.

Skat Division

GALLOWHUR CHEMICAL CORPORATION

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Most
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On Market Street overlooking the Civic Center



500 ROOMS
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A patrician among hotels

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some producers so that the average price as paid by the Government has been about 13.1 cents a pound. Wages have nearly doubled. Lumber has doubled—many other of the miners' requirements have doubled.

In spite of that we have resources of known ore far greater than ever before.

But there are still those who say we should buy our copper from foreign countries to conserve our own resources. The current war may have saved our mining industry but we may extinguish it at the peace table.

Let us, for a moment, imagine what might have happened if we had in the past listened to our "we-have-not" propagandists.

Idle mines; no copper

SUPPOSE that during any of the interim covered in the history we had adopted such policy, bought our supplies from whatever country could have provided them cheapest, and let our own mines be idle.

When this war came, our industry would not have had available the great discoveries and improvements that have come about in the natural course of our economic development. We would have been obtaining our supplies, probably at prices prevalent a generation ago, from someone else.

All of this boils down to the fact that the best conservation of any of our natural resources is a reasonable prosperity and its attending progress.

The most important point in planning for the future is to keep the particular industry prosperous and progressive.

Production of metals cannot be turned off or on like the water from your hydrant. A groundwork of many months—maybe years—must be laid before any great increase can take place, and great sacrifices must be made when there is a decrease.

I daresay that, if producers could count on a fixed price for a metal for a considerable time ahead, it would so affect the economy of their operations that they could produce for an appreciable lower cost per pound.

Therefore, why not establish a plan that would give them the benefit of that knowledge and at the same time would follow the law of supply and demand—but streamline it. This would also build up stockpiles of critical metals that would serve for any national emergency.

It is not so difficult. Let us assume a commission composed of five men—two from the copper producing industry, two from the copper consuming industry, and one from some govern-

ment agency such as the R.F.C. These men could study the situation and decide what the price of, say, copper should be for a year ahead with fairness to all concerned and with the law of supply and demand as a background. A government stockpile could be established with the further plan of gradually building it up to serve for any national emergency. No one would be required to sell to or buy from such a stockpile. Free enterprise would prevail. But it would be open to either buyer or seller at a slight differential between buying and selling price to cover administration.

Government and military authorities would know how much metal it would be desirable to have on hand, but there need be no great rush in attaining that goal. After a year had passed the commission could decide whether the pile was building up too fast or too slowly and adjust the price to bring the supply and demand into better balance.

Prices would be stabilized

METALS are not perishable and it would serve as both a floor and a ceiling; it would pay for its own administration; it would give the miners and the consumers a fairly uniform price; it would be there for a national emergency; and it would not attempt to supersede the law of supply and demand but would smooth out changes.

The question arises as to what to do about production from foreign sources. That subject is too involved for discussion here but certainly our scale of living must be protected against foreign peon labor, and the differential is too great to be overcome merely by American efficiency.

There can be embargoes, limitations, tariffs or premiums. The mining industry does not favor premiums in ordinary times except possibly in special cases, such as when a precarious ore body must be mined or forever lost, or where a little encouragement in the operation of a marginal prospect may bring about the development of an important mine. In such cases it is true conservation to put the metal above ground even though it may cost a little more than the prevailing price. Miners are also inclined to think it does not make sense to pay a premium, which costs the taxpayers money, rather than receive a tariff which becomes a revenue.

That all becomes much involved in reverse lend-lease and in American mining companies' ownership in foreign mines, but however it is done, let us keep our own mines alive first.



Proposed treatment of a block of antiquated store buildings of various shapes and sizes. The block is given unity yet each store retains its individuality

REMBRANDT STUDIOS

You Won't Recognize Main St.

By ART BROWN

FOR the retailer who plans to modernize, suppliers of materials have some sound and revolutionary new ideas

IN layout and appearance, tomorrow's stores will be different.

Merchants have been accumulating a backlog of new ideas for utilizing their space more effectively, stepping up their efficiency.

The storekeepers plan to make shopping easier and more pleasant. They aim to streamline their operations, reduce their selling costs. They want to be in a better position to meet the stiff competition which they feel certain is on the way.

This modernization program will be speeded up by the fact that new and better types of store fixtures will be available, improved equipment and building materials will be on the market.

Fixture manufacturers, such as Grand Rapids Store Equipment Company, W. C. Heller & Co. and Lyon Metal Products, for instance, are strengthening their design departments and redesigning their lines and



In this model market, meats are displayed in a cooler equipped with time-saving, "reach-in" openings. The cashier's desk, centrally located and with counter and scales on either side, speeds up selling

Ideas for Tomorrow's Stores

HERE are a few of the many novel features in postwar store designs which manufacturers of materials are making available to interested merchants:

Women's apparel shop—Entire sidewall mirrored to double the floor space optically. . . . Salesroom separated from workroom by glass block wall ending a foot below the ceiling and over the top of which hang trailing plants growing in a flower box on the workroom side. . . . Wall lighted from behind to give the impression of daylight.

Hardware store—A large screen visible through glass store front and upon which are projected colored stills and movies showing the use of the goods sold. . . . Display counters which can be easily moved about to create seasonal arrangements.

Haberdashery—Interior wall on one side broken up into segments set at an angle to form departments each with privacy but with good visibility.

Department store—Mezzanine in the front instead of the rear so that it can be seen from the street through the store's transparent front, thereby creating "two display areas and minimizing the intrusion of interior columns."

Food market—In place of screen doors in summer, a curtain of rapidly moving air to keep out flies and dust. . . . Regular doors are pulled up into overhead pockets by pressing a button.

Service station—Snack bar to encourage motorists to relax *en route*—and to increase sales.

Restaurant—A portable superservice device which brings a full selection of food to the customer so that he can see what he is ordering and have it served at the same time—cafeteria style, sitting down.

Men's clothing shop—Back-of-the-counter aisles eliminated, and goods displayed on open shelves against the wall. Shelves constructed in steps with top shelves projecting out, putting them within easy reach—and covered at night by lowering a roll-type curtain of striped canvas.

Meat market—Meat cutting table with removable wood block set in a porcelain-finish cabinet. Built into the cabinet are trays for trimmings and bones, and a slide-out compartment for knives and cleavers. . . . A centrally located cashier's desk flanked on either side by counter and scales permits packages to be weighed, wrapped and paid for in a single operation.

Flower shop—A central fountain combined with a card desk lends atmosphere to the shop. Tables which can be slid through the partition between the salesroom and workroom and used in either place to conserve space. . . . An outdoor garden, spotlighted at night, becomes part of the window display.

will come out shortly with fixtures which will make possible "the fullest display of the goods with the greatest appeal to the impulse buyer."

Makers of air-conditioning equipment, sound-proofing materials, lighting fixtures, automatic sprinkler systems each will have something new and better to contribute.

To attempt to list all the new materials which will reach out and affect tomorrow's stores would be an almost endless job. A few items can be mentioned:

Out of its war work, The Ruberoid Company has developed a new asbestos-cement wallboard which it calls Stonewall Board. Stonewall Board is incombustible, termite-proof, resistant to denting, can be worked with ordinary tools, and in price will compete with lumber.

The United States Gypsum Co. expects to go places in store remodeling and construction with its new product, Weatherboard. Made of wood fibers "knit together by a felting process," a one-inch thickness of Weatherboard, the company has found, is equivalent in insulation value to three inches of pine, 15 inches of brick or 37 inches of concrete.

Jones & Laughlin Steel Corporation has developed a lightweight floor beam which it plans to promote for use in store buildings.

Aluminum for outside walls

THE Aluminum Company of America predicts the use of aluminum on outside walls as a substitute for masonry or lumber. Decorative aluminum panels in a wide variety of colors will be available for interior walls.

The plywood manufacturers have come forth with a wall panel made of wallpaper laminated to a fir board and saturated with plastic to give the paper permanent hardness and make it easy to clean.

The United States Plywood Corporation expects to find wide application in tomorrow's stores for its Flex-glass, a sparkling "glass that bends," comes in colors, can be applied to curved surfaces and is highly decorative.

The manufacturers of architectural porcelain enamel—about 25 firms—have improved their product and expect to play a major part in store construction in the years ahead.

Porcelain enamel is sheet metal on which is fused a glasslike material made principally of feldspar, cryolite and fluorspar. It is used for store fronts, interior panels, shelves, display cases, signs and to simulate tiles. New methods have recently been de-

veloped for applying the porcelain enamel to the metal in extremely thin coats—in some case, .004" to .006" thick—which makes the finished product more resistant to impact and abuse. Porcelain enamel can be had in any color, any shape, retains its brightness, is fireproof, maintenance free and relatively inexpensive.

Not only will the store owner have new fixtures and improved materials to aid him in remodeling his shop but the manufacturers will be on hand—already are on hand, in fact—to offer practical and revolutionary suggestions.

Landers, Frary & Clark, makers of Universal electrical appliances, for example, are making available to electrical stores, radio stores, hardware stores and general stores basic plans for what the company calls "modernizing."

These plans have been worked out under the direction of Richard M. Bennett of Yale University's Department of Architecture, and Dr. O. P. Robinson, professor of retailing at New York University—and in cooperation with such firms as American Store Equipment and Construction Corp., Devoe & Raynolds, Congoleum-Nairn, Sylvania Electric Products, Celotex Corporation and Carrier Corporation.

The Electric Appliance Division of Westinghouse is sponsoring a store modernization and display program:

To Westinghouse accounts, the company is now distributing a large loose-leaf "Sketch Book" of new display ideas in pencil drawings and in color. To the smaller dealers, the company will offer in the near future a "Look Book" containing modernization ideas on everything from store front to service department.

Revere Copper and Brass Corp., which makes cooking utensils among other items, will distribute to retailers in the near future detailed plans showing modern and effective ways in which to display its household wares.

The Pittsburgh Plate Glass Co.—in an effort to promote wider use of glass—recently employed 20 outstanding architectural firms to set down their conceptions of tomorrow's stores. Each firm was assigned specific conditions for two different types of retail shops and asked to present a solution of the problems involved.

The resulting designs which have been published in a large booklet called "There is a New Trend in Store Design," have certain characteristics:

1. "Open-faced fronts"—The architects working for Pittsburgh Plate

They will speak for you—those letters that you have just dictated to your secretary.

They will speak not only through word and phrase and idea, but through appearance.

And it will be the first impression of these emissaries of yours that will count most. In tone and character, they must have the air of the executive.

Give your letters the voice of authority

and the executive distinction that truly represent you by using Ecusta Fine Flax business and air mail paper.

In America today, no more distinguished stationery can be found. Made by a new process from virgin flax fibre, Ecusta paper is clear spotless white, subtly textured, exemplifies dignity and character.

ECUSTA  PAPERS

ECUSTA PAPER CORPORATION

PISGAH FOREST • NORTH CAROLINA

Two Ways to Solve Your Production Tag Problem



You are probably *thinking* now about those work-flow problems that will hit you now that peace has come. Whether you plan to resume the manufacture of a prewar product solely, or add new lines, you know you want your new factory operations to be systematized from start to finish.

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Glass have for the most part envisioned a postwar store, the entire front of which—at least from sidewalk to first floor ceiling—is transparent, including doors.

The show window is regarded, not as something to look at but, as one of the architects expresses it, as something to look into. The whole store is put on display. The merchandise, fixtures, and interior activity of the salesroom are made part of the picture for the passerby—and become "a medium for advertising."

2. Overhanging ceiling—Where feasible, the store front is set back from the building line and the ceiling of the salesroom is allowed to project out to form an alcove or recess between the sidewalk and the store front. The purpose of this alcove is to protect the customer from the weather, to prevent glare and reflections on the glass front, and to make the casual shopper feel that he is already inside the store.

In cases where it is not practicable to recess the entire front, the same effect is attained by setting the front at an angle to the direction of the street, or by erecting a canopy out over the building line.

3. Continuity between interior and exterior—Still further to make the store "close in on the shopper," the salesroom ceiling pattern and lighting effect are carried out on the ceiling of the overhang. Treatment of the sidewalls is identical on both sides of the separating glass front. Display cases on the sidewalls of the salesroom continue into the entrance alcove.

In the traditional store, the architects hold, the passerby does not see the window display until he gets right up to it. Display cases on the sidewalls, however, at right angles to the sidewalk, and running back into the salesroom, catch the shopper's eye as he approaches, and turn his head and thoughts toward the interior.

These model stores are designed to attract prospective customers from a distance, up and down and across the street, day or night.

Lighting in these stores "happens effortlessly." Illumination is designed to come through walls or ceilings (with spotlights to highlight special displays), "avoiding apparent fixtures and giving even daylight illumination throughout."

In addition to offering cooperation between merchants and architects in planning individual stores, the Pittsburgh Plate Glass Company is engaged in two other activities de-

signed to stimulate the use of glass. For one thing, the company tries to sell all the retailers in a certain block of antiquated buildings on the idea of getting together and remodeling their stores at the same time, treating the whole block as a unit and giving it an integrated face-lifting from top to bottom.

Also, Pittsburgh Plate Glass is working with local chambers of commerce and with the Committee for Economic Development in promoting the remodeling of entire business streets, keeping the design of the buildings more or less uniform, but letting each store retain its own personality and identification.

Cities which have already adopted a community remodeling program include Rome, N. Y.; Faribault, Minn.; Rock Island, Ill.; Camden, Maine; Akron, O.; Everett, Wash.; Sacramento, Calif.; and Franklin Square, Long Island.

The Kawneer Company of Niles, Mich., designers and builders of modern store fronts, is also promoting the remodeling of whole business streets and business communities through group cooperation.

Kawneer has an organization of more than 250 store front distributors throughout the country and has launched an advertising campaign emphasizing shop fronts as "machines that sell."

To store building architects and merchants, Kawneer offers without charge "new services based on research conducted with leading authorities on architecture and merchandise."

Cooperation for remodeling

MANY other firms, including Weyerhaeuser Sales Co., Timken Silent Automatic Oil Burner, Owens-Illinois Glass—to mention a few of them—cooperate with store owners in planning the remodeling of local business communities.

The Brasco Manufacturing Company of Harvey, Illinois, which has specialized in store fronts for more than 35 years, and which has had much to do with the remodeling of shops in downtown Washington in the past ten years, maintains "a planning department crammed with new ideas for the postwar period."

"Our design services," says the Brasco Company, "are available to architects and plate glass distributors for the asking."

To increase the use of its products in store construction, Libbey-Owens-Ford Glass Company has published for distribution to architects, prop-

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BOX 110 • NATION'S BUSINESS

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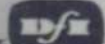
DIVIDEND NOTICE

The board of directors has declared a quarterly dividend of 25 cents per share on the common stock, payable September 15, 1945, to stockholders of record August 29, 1945.

B. G. PETERS, Secretary-Treasurer

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erty owners and merchants a booklet called "Visual Fronts" which is filled with daring and striking new ideas.

For stores whose merchandise is affected by sunlight, the company recommends the use of Golden glass, a glass which reduces fading by shutting out the sun's ultraviolet rays.

For stores where exclusion of heat is a problem, and for refrigerated show windows, the company recommends a pale bluish-green, heat-absorbing glass.

For stores whose goods must be protected from cold weather, Libbey-Owens-Ford recommends Thermopane, a transparent insulating unit made of two or more panes of plate glass separated by dehydrated air and hermetically sealed around the edges.

To promote wider use of linoleum as a floor covering and for other purposes in store buildings, the Armstrong Cork Company has developed a series of designs for model stores and is making these plans available to merchants.

Practical plans first

IN preparing its plans, Armstrong Cork reports, it has been careful to avoid "dream ideas," and has put practicality first. The company worked closely with national trade associations—the Retail Meat Dealers Association, Retail Grocers Association, Hairdressers and Cosmetologists Association, Florists' Telegraph Delivery Association, Retail Druggists Association, Shoe Retailers Association, Retail Clothiers and Furnishers Association.

Problems and needs of the retailers in each field were studied and analyzed. Then solutions for the problems were solicited from successful merchants, merchandising experts, on store planning.

Not every retailer, of course, expects to remodel. Many are satisfied with their places of business as they are. But a great many more are not, and—pushed by new trends in retailing and by new competition—plan to modernize and to keep a step ahead of the procession. Also, there will be an influx of newcomers, putting up new buildings and doing over old.

For these forward-looking merchants who will change the face of Main Street, there will be no dearth of ideas to add to their own, thanks to the ingenuity of the manufacturers who have learned that one good way to increase sales is to show the prospect how to use their goods to his benefit.

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About Our Authors

R. L. Duffus: Went into newspaper work on the West Coast after being graduated from Stanford University and has never gotten completely out of it, in spite of varied writing chores which have resulted in magazine articles and nearly 20 books.

John H. Crider: Has been with the New York Times since 1928, a member of its Washington Bureau since March, 1937, except for one year as Washington economic correspondent for *Time* magazine and six months as Associate Editor of the Whaley-Eaton Service. For more than a year he was one of the correspondents assigned to the late President Roosevelt. He covered the hearings of the Temporary National Economic Committee, both Quebec Conferences, the Bretton Woods Conference, and the San Francisco Conference. He is author of "The Bureaucrat," published last year.

C. H. Dunning: Is a mining engineer and the Director of the Arizona Department of Mineral Resources.

Charles Prince: Was born in the Ukraine and came to the United States in 1921. He majored in Economics and Political Science at St. Louis, Washington, Chicago and Georgetown Universities. He is the author of "A Psychological Study of Josef Stalin," and of other articles on Russia. Until recently he was chief political and economic analyst with the FCC's foreign broadcast intelligence service.

William M. Whittington: Now serving his twenty-first year as a representative from Mississippi, is chairman of the House Committee on Flood Control.

A. Wyn Williams: Is New York correspondent for the famous British newspaper, the *Manchester Guardian*.

Douglas Miller: Former Rhodes scholar had a hand in the repatriation of German prisoners after the First World War. From 1925 to 1939 he represented the Department of Commerce in Germany. Author of "You Can't Do Business with Hitler," and "Diplomatic Pouch," he is now with OWI.

Joan David: Calls herself the "only Radcliffe graduate who was ever a foreign agent." Basis for that is her previous service as public relations representative for the Netherlands Government. For the past year and a half she has been writing articles, mostly on aviation subjects, and caring for two small children—hers.

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Capital Scenes... and What's Behind Them



"Having wonderful time—"

A FEW people hereabouts—not many because most of us are still on a monetary hayride—are beginning to wonder if quinine is any good to cure a deficit. They have been told that this new stuff, atabrine—the Army uses it on the men in the jungles—leaves the taker a bright yellow in color and inclined to cry.

"Fortunately," said one of the aides in the Treasury, "most of us are still able to take our national finances as a good joke."

He said that not long ago the Treasury was asked to install a new electric computing device in the press room. The old one dated from Coolidge's time—he was the President who said "they hired the money, didn't they?"—and computed in millions. The new one will compute in billions. Every one who heard the story, he said, cackled like a guinea hen. It was properly regarded as a bit of exquisite humor. No newspaper in this area thought it newsworthy of a paragraph.

In the tunnel of love

AMERICAN fiscal errata during the last ten or 12 years makes him think of his first boat ride through an amusement park's Tunnel of Love. It was dark, swift and crooked. He and his girl kissed feverishly, squealed, and clutched in the darkness. It was goofy but it was undeniably happiness. Quite unexpectedly they popped out into the sunlight. Without thinking about it, because thought had been suspended, romance had seemed everlasting;

"The sunshine," he said, "was harsh. The colors were all wrong. Every gray plank had a knothole. The park looked like the city dump. The girl's nose shone like patent leather."

"Hellza poppin' pretty soon

HELLZA POPPIN' PRETTY SOON

CONGRESS will be back this month smelling of burned feathers. If the reports coming in are only half true the folks back home are fit to be tied. This does not apply to the voters in the big cities, who are often sacked up like peanuts. In the small town they are often on the crackerbarrel beam.

A walk down Main Street must be for some congressmen the Test by Fire.

We just do not know

THERE are 140,000,000 of us, and not one, from Ex-Mr. Morgenthau to Shoot-the-Dollar Barker in Ragged Gulch knows now, ever has known, and may never know what is our actual financial position. If the speaker had his way he would issue a daily summary something like this:

We owe——

300 billion dollars;

Europe wants this year about

40 billion dollars;

May get about

30 billion dollars;

War's cost this year about

70 billion dollars;

Revenue may be

39 billion dollars;

Government's cost

15 billion dollars;

Water and power schemes about

15 billion dollars;

Unliquidated obligations

56 billion dollars.

Then he would post that daily in every post office.

A postcard referendum

HE WOULD add to his daily test tube an issue of franked postal cards, to be obtained free at every drug store, to be sent to every congressman. The voters would tell how they stand on everything;

"Congressman Louis Ludlow of Indiana had a scheme for a national keep-out-of-war referendum, but the Administration drowned it in the ditch. This daily referendum would save the congressman a lot of stuttering when he visits home."

He thinks it would not cost nearly as much as the \$300,000,000 the Administration has been spending on propaganda and facts lately. In one week 217,000 mimeographed words went out on Heaven knows how many tons of paper. Junius B. Wood gave the figures in the July NATION'S BUSINESS.

Clean-up day is dawning

HE thinks Clean-Up Day is breaking, with noises. A few short weeks ago we would have been pleased to raise chilblains all winter so that we might ship coal to the shivering Belgians. Now we ask why the Belgian miners do not quit

of us so much as counted on our fingers when it was first proposed to give England \$3,000,000,000 so that the Old Lady of Threadneedle Street could balance her books. The Old Lady is the Bank of England, and—just to keep the record straight—is privately owned. Now we're trying that \$3,000,000,000 fugue on our cottage organs and it's sour. It seemed a good idea to teach their ABC's to the little Germans. Now we are discovering that the percentage of illiterates right here at home is so large that the Army is forced to run its own schools. We were all statesmen and not so long ago we were saying "yes, yes, we mustn't be told what is going on for fear it wouldn't be good for us."

Now we are asking, "Hey, Harry, what's cooking?"

It's always been that way

THE Mead Committee—*née* the Truman Committee—is putting the finger not only on what has gone wrong in the past but what is currently as wrong as a fox in a henhouse. If the statements of its members, jointly and severally, were translated into street corner language they would come out something like this;

"The damndest governmental mess

No one in government seems ever to have made an effort to work with any other one and no one has ever tried even to see the war effort—and before that the civil government—as a coordinated whole. The Mead Committee, with Sen. James M. Mead at the head, is being tough and bitter about what will certainly happen if the Administration does not pull itself together and work out a plan for the immediately pressing reconversion. It is to be assumed that President Truman is in hearty sympathy with the committee he used to head. But as Senator Mead has pointed out:

"There is not a minute to lose."

A bit of a surprise

SENATOR MEAD isn't the kind of a man you think he is on first meeting. He is tall, slender, gray, and so handsome that he makes the Big Business stars of the Hollywood stage just plum ridiculous. But he has a kind of an oratorical style in conversation. He chops with his right hand, looks into the distance, says things that seem to be kind of precooked, and in general leaves the impression that he is a fine, friendly, kindly man, but—

Maybe one gets that way in politics. In fact he delivers like a pressure cooker. His talks on the floor and into the mike are sharp-cut, well composed, and packed with fact. His committee consists of men who are all tough-fibred and they deal with matters in



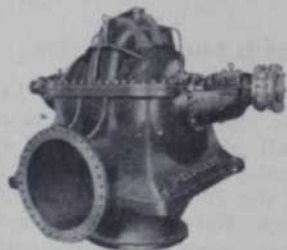
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which even the commas are controversial. Some one is writing a book about the Mead-Truman committee. It's worth it.

Good-bye, Mr. Jones

THE story goes that Jesse Holman Jones has determined not to go back into politics. When he resigned his several offices—the letters exchanged by Mr. Jones and the late President Roosevelt will always be cherished by lovers of single-talk—he planned to stay right here in Washington and from time to time exercise his skill as casekeeper—

Any reader who has enjoyed a really practical education will recall that a casekeeper is a man who sits with a recording device and keeps track of the way the cards come out of the box in faro—

But that plan was automatically changed when Mr. Truman succeeded to the Presidency. He did not want a seat at the Cabinet table alongside Henry Wallace. Mr. Truman's excellent sense of what is good politically for Mr. Truman presumably barred him from any super place in the new set-up. He is not now interested in running for office.

The unforgetting Henry

THOSE who know Henry Wallace, or think they know him, think that on some hot afternoon in Chicago in 1948, or maybe in 1952, a penetrating voice will be heard on the floor of the Democratic convention:

"Iowa presents—"

He not only has not lost his ambition to be President, but it burns in him like a fire. His friends believe he has been both chastened and seasoned by the events of the past few years. They say he is now able to see that he made mistakes. As an appanage of Mr. Roosevelt he was unable to build any dependable power of his own. As H. Wallace the Roosevelt association will aid him. He will not be aggressive politically—not and keep his health in the Cabinet—but he will chart a conservatively liberal course. He is planning to restore the Department of Commerce to its former position of dignity and is trying to establish close relations with American business.

This time he's on his own.

A bug under Potsdam?

AMERICANS used to be warmly concerned about human rights. The rights of the little man in the house next door. Israel Putnam galloped down a rocky hill to strike a blow for him. The Swamp Fox fought the British in the mires of the Carolinas to defend his neighbors. We fought a war with Spain mostly because some Spaniards in Cuba were abusing little people. For a century every singing voice in America had been

exercised on The Wearing of the Green:

"They're hanging men and women, too—"

But the Potsdam agreement had not a word to say against making slaves of German men to work in Russia. The German criminals should be punished—will be, if Justice Robert H. Jackson has his way—but it seems a bit hard on the little Hans and Albrechts and Walthers to have five more years taken out of their lives. We used to think it is all right to punish a nation, but it never occurred to us to send defeated foes to the chain gang when they surrendered. It may be justifiable retribution to drive 4,000,000 Germans out of their farms in Poland, on foot, but it never struck us that way before.

Our common language

EMIL HURJA at San Francisco heard of the man who wanted to interest the Conference in the common language he had invented.

"If every man could understand every other man there would be no more wars. We would have everlasting peace."

The dissidents said that was all hokey:

"We're getting along fine with just two words," they said. "The Americans say 'yes' and the Russians say 'no.'"

St. John's may be saved

THE Navy wants to take over St. John's College at Annapolis, with its 249 year old hall, its lovely lawn, its trees that antedated the Pilgrims, and its educational plan that endeavors to make reasoning men out of its students, instead of date-stuffed parrots. When the war is over the Navy knows what will happen, no matter what anyone says now.

"Appropriations cut, ships laid up, officers turned back into civilian life, dust, decay, impotence."

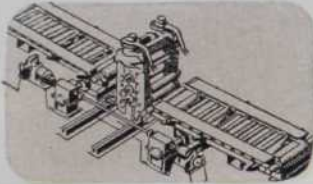
It would like to have St. John's, within an hour's drive of senatorial committees, the Navy's big building on a hill, and the White House. The protests of the western senators, who want a new naval academy established on the West Coast, are getting louder and louder. Americans seem to have a sentiment for little, quiet, shaded St. John's. It looks to some of them as though the Navy is taking candy from a child.

P.K.'s and the B. & B.'s

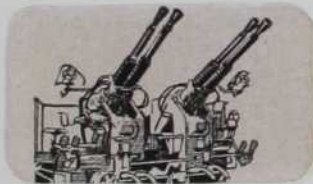
TWO lively groups are readying for September's collisions in the Senate. One is headed by Senators Byrd and Butler. Bipartisan, bound for sound economy, paring down bureaus, and in a general way finding out whether we're going there in a bucket. The other is the Pepper-Kilgore group, leftish, friends of flood control and enlarged REA's, supported by the New Dealers who still hold on in Washington. General assumption here is that the folks at home have had about as much high adventure as they can take on one trip.



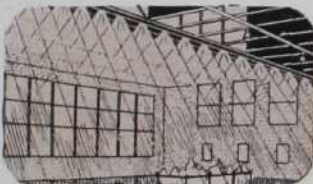
The Key Called "KNOW-HOW!"



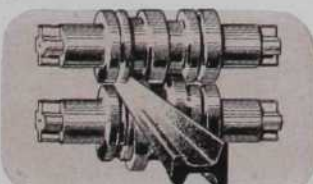
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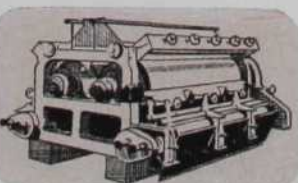
IT unlocks many doors... solves many a pressing problem. You may have the key yourself. But, if not...

... consider Blaw-Knox. Think of its engineering skills accumulated through years of peace and war, its vastly "stepped-up" resources of experience, knowledge and production facilities.

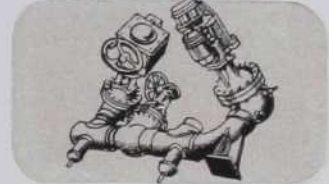
The listing under the various Divisions of Blaw-Knox shown here represents but a small fraction of Blaw-Knox products and services. But it does hint at specialized knowledge in many fields, at research and laboratory facilities, at modern plants, equipment and methods... at an engineering background of great breadth and scope.

If what Blaw-Knox has to offer lies within your range, it may well help to provide the answers you need—the hedge you need—against future uncertainties. We ask for an opportunity to discuss this with you.

Ask for Blaw-Knox Illustrated Products Book 2055-B



BUFLOVAK EQUIPMENT DIVISION ... Food processing equipment, evaporators, dryers, distillation and solvent recovery equipment, grey iron castings, etc.



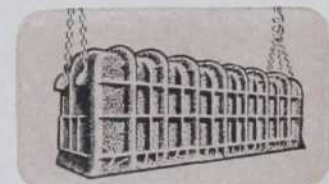
POWER PIPING DIVISION ... Prefabricated piping systems, functional hangers, vibration eliminators, etc.



CHEMICAL PLANTS DIVISION ... Chemical and process plants from laboratory to production.



NATIONAL ALLOY STEEL DIVISION ... Heat and corrosion-resistant alloy castings.



UNION STEEL CASTINGS DIVISION ... Steel and alloy castings for steel mills and railroads. Gear blanks, pump casings and castings for general industrial usage.

BLAW-KNOX
COMPANY
2053 FARMERS BANK BLDG., PITTSBURGH, PA.
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Kentucky Straight Bourbon Whiskey

Bottled in Bond—100 Proof
National Distillers Products Corporation
New York

The Master's Choice

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